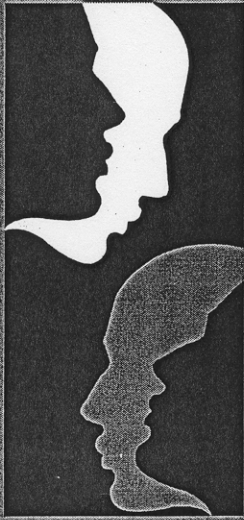


**City of Milwaukee**

Citywide Diversity/ Equal  
Employment Opportunity/  
Affirmative Action Plan 2002



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Florence Dukes, Employee Relations Director  
Muhammad Abdallah, Diversity and Outreach Officer  
Department of Employee Relations

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## **SUMMARY OF THE 2002 DIVERSITY/ EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION PLAN**

The 2002 Affirmative Action Plan focuses primarily on data for 2001 although there is some information regarding 2000 and 2002. A 2004 plan will be submitted next year and will focus primarily on data for 2003. This pattern will be consistent with our new ordinance that states a plan should be submitted every other year. The data covers the City's work force, utilization of women and minorities, City policies, and information on various topics such as training, recruitment and discipline. Highlights include the following:

- \* **Representation** At the beginning of 2002 there was a small increase in the representation of minorities in the general City workforce from 30.7% to 32.9% and in the representation of women from 35.4% to 35.8%.
- \* **Promotions** The percentage of women and minorities receiving promotions in the general City workforce also increased with minorities receiving 122 or 36.5% of the promotions during 2001 and women receiving 154 or 46.1% of the promotions during 2001.
- \* **New Hires** During 2001, 198 or 46.6% of the New Hires were minorities and 192 or 45.2% were women. The percentage for minorities is slightly higher than in 1999 and the percentage for women is slightly lower.

Some of the changes include the following:

- **Office of Diversity and Outreach** The City has created a new Office of Diversity and Outreach in the Department of Employee Relations that will develop the City-wide Diversity/Equal Employment Opportunity/Affirmative Action Plan, investigate complaints, ensure compliance with applicable laws and perform other related duties.
- **New Diversity, Equal Employment Opportunity and Affirmative Action Ordinance** The City repealed the 1984 Affirmative Action Ordinance and replaced it with this new updated ordinance at the Common Council Meeting of July 15, 2003.

Some of the problem areas include the following:

- \* **Disciplinary Actions** The percentage of disciplinary actions being given to minorities in 2001 increased from 47.6% to 48.5% which is still significantly higher than the percentage of minorities in the workforce (32.9%).
- \* **Underutilization** The City is still underutilized for women, total minorities and/or specific minority groups in 20 job groups.

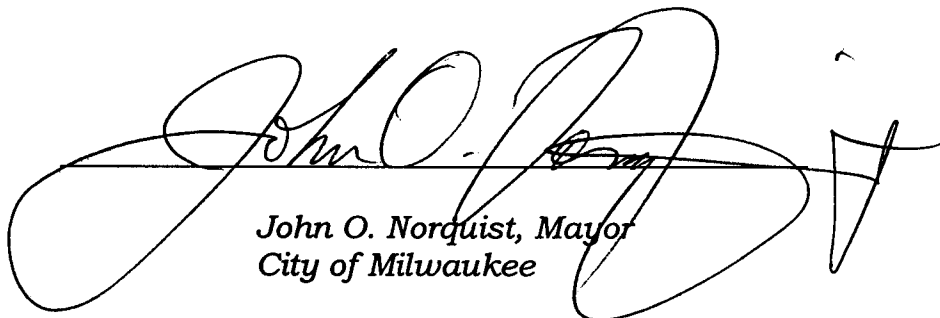
In summary, the overall objective for the City is to work towards a balanced workforce and a workplace free of discrimination.

**I. REAFFIRMATION OF DIVERSITY, EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION POLICY**

*It is the policy of the City of Milwaukee, pursuant to City Ordinance and State Statute, to provide equal employment opportunities to all qualified persons without regard to their race, religion, color, age, disability, sex, national origin, sexual orientation, marital status, membership in the military reserves, genetic testing, creed, ancestry, arrest or conviction record or the use or nonuse of lawful products away from work. The mere passive prohibition of discriminatory practices is not sufficient to bring about equal opportunity. Affirmative and direct action is required to make equal employment opportunity a reality and to correct the effects of past patterns of inequality.*

*As Mayor of the City of Milwaukee, it is my intention to place the full weight and authority of my office behind all efforts to achieve the objectives of equal employment opportunity. In translating this intention into a positive and affirmative program, I assign to the Department of Employee Relations overall responsibility for developing a Diversity/ Equal Employment Opportunity/ Affirmative Action Plan and Program every two years and for monitoring progress. In the execution of that responsibility, the Department of Employee Relations shall have the full cooperation and assistance of all members of my cabinet and of their top-level managers.*

*The Department of Employee Relations shall monitor City employment practices to insure that personnel actions, including, but not limited to, recruitment, selection, hiring, training, promotion, compensation, benefits, transfers, and layoffs are made in accord with the principles of equal employment opportunity and affirmative action. The Department of Employee Relations shall report to my office at regular intervals on the status of affirmative action and equal employment opportunity and shall make recommendations for change in those City employment practices that are determined to have an adverse impact on women, minorities or members of other groups protected by applicable municipal, state or federal law.*



John O. Norquist, Mayor  
City of Milwaukee

## **II. INTERNAL AND EXTERNAL DISSEMINATION OF THE FOLLOWING POLICIES:**

- ♦ **DIVERSITY/EQUAL EMPLOYMENT OPPORTUNITY/ AFFIRMATIVE ACTION**
- ♦ **AMERICANS WITH DISABILITIES ACT (ADA)**
- ♦ **ANTI-HARASSMENT**
- ♦ **WORKPLACE VIOLENCE PREVENTION**

### **INTERNAL DISSEMINATION**

*Department heads and supervisors will be informed by:*

- a. *Written communication from the Employee Relations Director or designee.*
- b. *Educational materials and various training sessions.*

*All employees will be informed by:*

- a. *Presentation and discussion of the policies in the New Employee Orientation program plus other training programs that may focus on one or more of the policies such as Workplace Violence Prevention.*
- b. *Postings on City bulletin boards and the MINT (City of Milwaukee's Intranet for City Employees)*
- c. *Notices with paychecks.*

### **EXTERNAL DISSEMINATION**

*The Milwaukee community at large will be informed by:*

- a. *Postings on the City of Milwaukee's web site [www.milwaukee.gov/der](http://www.milwaukee.gov/der)*
- b. *Recruiting sources informed in writing that the City is an Equal Opportunity employer.*
- c. *Written and personal contacts made with minority and women's organizations, community agencies and leaders, news media, high schools and colleges, and employment and training program coordinators as part of recruitment plans for various positions.*

## **III. ESTABLISHMENT OF RESPONSIBILITY FOR IMPLEMENTATION OF THE DIVERSITY/ EQUAL EMPLOYMENT OPPORTUNITY/ AFFIRMATIVE ACTION PLAN**

### **MAYOR AND COMMON COUNCIL**

*The Mayor and Common Council will support the City-Wide Diversity/ Equal Employment Opportunity/ Affirmative Action Plan by encouraging and assisting the equal opportunity efforts of City departments. They will promulgate equal opportunity*

*policies and program information to increase community awareness of the City's efforts and will attempt to achieve a balanced representation within their own staffs.*

### **CITY SERVICE COMMISSION**

*The City Service Commission will review the City-Wide Diversity/ Equal Employment Opportunity/ Affirmative Action Plan before its submission to the Mayor and Common Council. The Commission will also work to ensure that nondiscriminatory guidelines are followed and appropriate policies are implemented when reviewing City personnel actions and practices.*

### **DEPARTMENT HEADS**

*Department heads will, through their appointive powers and Civil Service procedures, be responsible for making progress toward the objectives of the City-Wide Diversity/ Equal Employment Opportunity/ Affirmative Action Plan. They will also ensure that steps, which are consistent with the Plan, are taken throughout their departments. They will hold supervisory staff and employees accountable for promoting equal employment opportunity in the workplace.*

*Department heads will also be responsible for developing their own departmental Diversity/ Equal Employment Opportunity/ Affirmative Action plans and for monitoring employment decisions. Department heads will cooperate with the Department of Employee Relations by making personnel policies accessible and identifying developmental needs of their employees.*

*Specifically, the department heads will ensure that all employment decisions and practices, including interviews, offers of employment, compensation commitments, assignments, training, evaluations, and employee relations, are consistent with the law and public policy; and monitor the effectiveness of department supervisory personnel in furthering the progress of the department's efforts in equal employment opportunity and affirmative action.*

### **EMPLOYEE RELATIONS DIRECTOR**

*The Employee Relations Director, in conjunction with the Mayor and the Common Council, will be responsible for establishing personnel policies and procedures which ensure that the City of Milwaukee fulfills its commitments as an equal employment opportunity/ affirmative action employer. These policies and procedures cover: recruitment of potential employees; selection criteria in hiring (e.g., educational or experiential qualifications, application forms, testing, interview procedures); promotion and transfer procedures (e.g., career ladders and training opportunities); and wage and salary structures.*

*The Employee Relations Director will also be responsible for continually examining policies and procedures for potentially discriminatory effects. The Director, along with staff in the Department of Employee Relations, will develop and implement strategies to enhance the City of Milwaukee's efforts toward attaining a balanced work force.*

## **DIVERSITY AND OUTREACH OFFICER/OFFICE OF DIVERSITY AND OUTREACH**

*The Diversity Outreach Officer, under the direction of the Employee Relations Director and with the approval of the Mayor, Common Council and City Service Commission, will be responsible for developing and implementing the City-Wide Diversity/ Equal Employment Opportunity/ Affirmative Action Plan. The Office of Diversity and Outreach will also develop, revise and disseminate policies to keep pace with changes in the law, facilitate training on EEO/AA issues, and investigate complaints. The Office of Diversity and Outreach will specifically investigate complaints of discrimination and harassment in the workplace by City employees. They will also investigate complaints by citizens of the City of Milwaukee related to employment or housing and disrespectful treatment by employees of the Fire and Police Department*

### **DIVERSITY/ EEO/AA COMMITTEES**

*Diversity/ EEO/AA Committees are located in each department and consist of City employees interested in Diversity/ EEO/AA issues. Diversity/ EEO/AA Committees will work cooperatively with department personnel and with the Office of Diversity and Outreach to develop the department's Diversity/ Equal Employment Opportunity/ Affirmative Action Plan, identify problem areas, inform employees of training opportunities and keep abreast of current topics related to diversity, equal employment opportunity and affirmative action. Two members of the committee will serve as Complaint Intake Advisors who will be available to provide assistance to employees in filing complaints through the City's internal complaint procedure.*

*Diversity/ EEO/AA Committees should also incorporate the following goals into their plans:*

- 1. Create a bias-free work environment within each City department;*
- 2. Provide feedback to the Office of Diversity and Outreach on departmental Diversity/ EEO/AA-related issues and concerns;*
- 3. Keep abreast of current legal issues and trends in the Diversity/ EEO/AA field;*
- 4. Engage in networking activities with other Diversity/ EEO/AA committees throughout the City;*
- 5. Encourage department employees to attend Diversity/ EEO/AA related training programs and workshops.*

### **TRAINING AND DEVELOPMENT SERVICES**

*The Training and Development Services staff will develop a variety of education and training programs for different levels of skills. The staff will also be responsible for maintaining data, by race and sex, on those employees utilizing the City-sponsored training programs and tuition reimbursement.*



## **CITY EMPLOYEES**

*City employees will be responsible for helping to provide a positive work environment where everyone feels welcome and a part of the team.*

### **IV. PRIOR YEAR ACCOMPLISHMENTS (2000, 2001 and 2002)**

- 1. The Complaint Processing Team has continued to respond to discrimination and harassment complaints over the past three years. In January of 2003 the Equal Rights Commission and the Department of the Fire and Police Commission was combined with the Department of Employee Relations. In June of 2003 the Office of Diversity and Outreach was created. This Division consists of three positions led by the Diversity and Outreach Officer. These positions are now responsible for investigating and resolving complaints, facilitating training, and developing, revising and disseminating policies. Members of the Complaint Processing Team continue to serve as a backup to the Division.*
- 2. A number of City employees, including several from the Department of Employee Relations, participated in a "Train the Trainer" program for the "Street Smart" Workplace Violence Prevention training program. These employees have presented numerous sessions of this training over the past couple of years. Included with this training is an emphasis on the City's Workplace Violence Prevention Policy.*
- 3. The City continues to provide training to City managers regarding various Human Resources issues that can have EEO implications such as Labor Negotiations and the Family Medical Leave Act (FMLA).*

### **V. PRIOR YEAR PROGRESS REGARDING UNDERUTILIZATION (2001)** *(A listing and description of all general city job groups follows this section.)*

#### **Overall Assessment of Progress Regarding Underutilization**

*To determine underutilization the City uses the 80% rule which means the underutilization has to be equal to 80% or less of the availability. Minorities, blacks, Hispanics, Asians, Native Americans and/or women were underutilized at the City-wide level in 20 of the City's 38 job groups at the beginning of 2000. These numbers exclude Job Groups 110 (Exempt Appointed Officials) and 210 (Exempt Appointed Professionals) which consist of positions appointed by elected officials. In 2002 the number has increased to 20. Specifically, the number of job groups that are underutilized for total minorities increased from 7 to 8 and the number of job groups underutilized for women increased from 9 to 10.*

*During 2000 and 2001, progress occurred in the following job groups where there was underutilization. Progress is defined as an increase in both the number and percentage of minorities or women.*

Minority

102 (Admin Supervisors)  
209 (Librarians)  
704 (Skilled Workers Gen.)  
806 (Labor Crew Leaders)

Female

101 (Asst Dirs/Mgrs)  
103 (Crafts/Maint/Svc Supervisors)  
301 (Inspectors)  
704 (Skilled Workers Gen)  
803 (Equip Oper/Drivers)  
805 (Gen Service/Maintenance))

**JOB GROUP DEFINITIONS**

**OFFICIALS AND ADMINISTRATORS:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agencies; operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, comptrollers, examiners, wardens, superintendents, sheriffs, police and fire chiefs and inspectors and kindred workers.

**100 DIRECTORS & CHIEF ADMINISTRATORS**

Department heads or equivalent, such as DPW Division heads.

**101 ASSISTANT & DEPUTY DEPARTMENT HEADS; DIVISION HEADS**

Assistant department heads and managers of major departmental (or DPW Division) functions.

**102 ADMINISTRATIVE SUPERVISION**

Supervisors and managers who directly supervise professional and/or clerical personnel who work in administrative and staff functions. (Includes data processing supervisors.)

**103 CRAFTS/MAINTENANCE/SERVICE SUPERVISION**

Supervisors and managers who directly manage employees who work in skilled trades, crafts, maintenance and service occupations commonly thought of as "blue collar."

**104 TECHNICAL SUPERVISION**

Managers and supervisors of personnel in technical/professional functions who work in "line" or "operating" functions such as property appraisal, engineering, and property-related technical and professional work. Includes titles such as Supervising Assessor, and Management Civil Engineer-Senior.

**110 EXEMPT APPOINTED OFFICIALS/ADMINISTRATORS**

Appointed City officials and administrators appointed by elected officials who are exempt under Section 701(f) of the Equal Employment Opportunity Act of 1972.

**PROFESSIONALS:** Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: social workers, doctors, psychologists,

registered nurses, economists, dieticians, lawyers, system analysts, accountants, personnel and labor relations workers, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants and kindred workers.

**201 ENGINEERING & TECHNICAL PROFESSIONALS**

*Engineers in all specialties, Architects and Planners.*

**202 ACCOUNTING, BUDGETING, & FINANCE PROFESSIONALS**

*Professionals in accounting, auditing, budgeting or other financial functions.*

**203 DATA PROCESSING PROFESSIONALS**

*All data processing professionals.*

**204 ADMINISTRATIVE & OTHER SUPPORT PROFESSIONALS**

*All professionals in administrative or support functions not listed elsewhere. Includes titles such as Administrative Specialist, Legislative Research Analyst and Purchasing Agent.*

**205 LEGAL PROFESSIONALS**

*Assistant City Attorneys.*

**206 SCIENTIFIC & HEALTH PROFESSIONALS**

*Science and health-related professionals such as Physicians, Chemists and Environmental Health Specialists.*

**207 ENFORCEMENT/PROPERTY PROFESSIONALS**

*Professionals who are in housing, property or neighborhood-related positions. Includes titles such as Property Appraisers, Housing Managers and Code Enforcement Inspectors.*

**208 PERSONNEL/COMMUNITY SERVICE/COMMUNITY RELATIONS PROFESSIONALS**

*Human resource professionals and professionals in community service or community relations positions.*

**209 LIBRARIANS**

*All Librarians who do not supervise other Librarians.*

**210 EXEMPT APPOINTED PROFESSIONALS**

*Certain appointed professionals directly serving elected officials who are exempt under Section 701(f) of the Equal Employment Opportunity Act of 1972.*

**211 PUBLIC HEALTH NURSES**

*All Public Health Nurses.*

**TECHNICIANS:** Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers and operators, drafting technicians, surveyors, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental,

electronic, physical sciences), assessors, inspectors, police and fire sergeants and kindred workers.

**301 INSPECTORS**

*All Inspectors, except those positions requiring a college degree, are classified as Technicians.*

**302 DATA PROCESSING TECHNICIANS**

*All Computer Operators and Programmers.*

**303 ENGINEERING & DRAFTING TECHNICIANS**

*All Engineering and Drafting Technicians.*

**304 ALL OTHER TECHNICIANS**

*This group includes all other positions classified as Technicians which do not fall into any of the other technician sub-groups. Includes titles such as Production Technician, Urban Forestry Technician and X-Ray Technician.*

**305 FIELD HEALTH TECHNICIANS**

*Nuisance Control Officers*

**PARAPROFESSIONALS:** *Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers" concept. Includes: library assistants, research assistants, medical aides, child support workers, police auxiliary, welfare service aides, recreation assistants, homemakers aides, home health aides and kindred workers.*

**501 PARAPROFESSIONALS**

*All classifications in this category. Includes titles such as Purchasing Assistant, Library Services Assistant and Health Access Assistant.*

**OFFICE & CLERICAL:** *Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: bookkeepers, messengers, office machine operators, clerk typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks and kindred workers.*

**601 CLERICAL I**

*Beginning and journey level clerical workers in administrative support positions associated with Pay Ranges 400-410.*

**602 CLERICAL II**

*Clerical workers in specialized administrative support positions working at the journey level or above associated with Pay Ranges 415-425.*

**603 CLERICAL III**

*Clerical workers in specialized administrative support positions working above the*

*journey level.*

**604 FIELD CLERICAL**

*Clerical workers in field support positions and Meter Readers.*

**605 INTERNS**

*All interns and student-occupied positions.*

**SKILLED CRAFT WORKERS:** Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairmen, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors, and typesetters and kindred workers.

**701 SKILLED WORKER SUPERVISION**

*All supervisors (non-management) and crew leaders of craft workers.*

**702 MECHANIC & REPAIRERS**

*All craft workers in mechanic and repair positions.*

**703 CONSTRUCTION TRADES**

*All skilled trades including Painters, Carpenters, Bricklayers and Ironworkers.*

**704 SKILLED WORKERS - GENERAL**

*All other skilled craft workers. This group includes Urban Forestry Specialists, Machinists, Heavy Equipment Operator and other skilled positions not elsewhere classified.*

**SERVICE MAINTENANCE:** Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial personnel, gardeners and groundskeepers, refuse collectors and construction laborers.

**801 CUSTODIAL WORKERS**

*All Custodial Workers.*

**802 LABORERS - GENERAL**

*All laborers and unskilled helpers.*

**803 EQUIPMENT OPERATORS & DRIVERS**

*All Truck Drivers, Bridge Operators and operators of machines or equipment.*

**804 SANITATION WORKERS**

**805 GENERAL SERVICE/MAINTENANCE**

*All laborers not elsewhere classified. This group includes Garage Attendants, Asphalt*

*Workers and various repair workers.*

**806 LABOR CREW LEADERS**

**899 SEASONAL LABORERS**

**VI. JOB GROUP ANALYSIS**

*The General City Job Group Analysis provides a detailed breakdown by job group, race and sex of the total general City work force. Job groups categorize job classes according to wage rates, responsibilities, level and authority and lines of progression. The Job Group Analysis Report begins on the following page.*

# GENERAL CITY JOB GROUP ANALYSIS

Data Period: JANUARY 2002

JOB GROUP	MALES				FEMALES				TOTAL		MINORITY		-FEMALE-		
	-C	-B	-H	-AI	-C	-B	-H	-AI	NO.	%	NO.	%	NO	%	
100 DIR/CHIEF ADM	6	2	0	1	0	6	1	0	0	16	4	25.0	7	43.8	
101 ASST DIRS/MGRS	45	4	2	1	0	14	6	0	0	72	13	18.1	20	27.8	
102 ADMIN SUPVR	47	6	1	0	0	57	22	2	0	136	32	23.5	82	60.3	
103 CRAFTS/MAINT/SVC	90	18	8	0	1	12	4	1	0	134	32	23.9	17	12.7	
104 TECHNICAL SUPVS	55	2	1	2	0	17	5	0	0	82	10	12.2	22	26.8	
110 EXEMPT APPT ADM	12	0	0	0	0	3	1	0	0	16	1	6.3	4	25.0	
-----															
OFFICIALS & ADMINISTRATORS															
	255	32	12	4	1	109	39	3	0	1	456	92	20.2	152	33.3
201 ENG/TECH PROF	72	13	1	10	1	17	0	0	0	114	25	21.9	17	14.9	
202 ACCT/FIN PROF	26	5	0	0	1	17	12	0	4	65	22	33.8	33	50.8	
203 DATA PROC PROF	31	4	1	2	0	15	4	2	0	59	13	22.0	21	35.6	

# GENERAL CITY JOB GROUP ANALYSIS

Data Period: JANUARY 2002

JOB GROUP	----- MALES -----				----- FEMALE-----				TOTAL		MINORITY		-FEMALE-	
	-C -	-B -	-H -	-AP- -AI	-C -	-B -	-H -	-AP- -AI	NO.	%	NO.	%	- TOTAL -	NO %
204 ADM/SUPPORT PROF	31	9	4	0	0	41	14	1	0	2	102	30	29.4	58 56.9
205 LEGAL PROF	15	1	0	0	0	11	2	0	0	0	29	3	10.3	13 44.8
206 SCI/HEALTH PROF	43	8	1	6	0	28	5	3	2	0	96	25	26.0	38 39.6
207 ENF/PROP PROF	54	23	2	0	1	19	19	1	0	1	120	47	39.2	40 33.3
208 PER/COM SVC PROF	3	2	2	0	0	11	6	1	0	0	25	11	44.0	18 72.0
209 LIBRARIANS	15	1	0	1	0	54	7	0	0	0	78	9	11.5	61 78.2
210 EXEMPT APPT PROF	3	4	0	0	0	13	3	2	0	0	25	9	36.0	18 72.0
211 PUB HLTH NURSES	5	0	0	0	0	44	16	2	1	0	68	19	27.9	63 92.6
PROFESSIONALS	298	70	11	19	3	270	88	12	7	3	781	213	27.3	380 48.7
301 INSPECTORS	66	7	2	0	2	5	1	0	0	0	83	12	14.5	6 7.2



# GENERAL CITY JOB GROUP ANALYSIS

Data Period: JANUARY 2002

JOB GROUP	MALES			FEMALES			TOTAL NO.	MINORITY		-FEMALE-	
	-C	-B	-H	-AP	-AI	-C		-TOTAL	%	-TOTAL	%
302 DATA PROC TECH	1	1	1	0	0	3	3	0	0	9	55.6
303 ENG/DRAFT TECH	102	13	2	3	0	17	2	1	0	140	15.0
304 ALL OTHER TECH	37	5	2	2	0	8	4	0	0	58	22.4
305 FIELD HLTH TECH	4	10	2	0	0	1	0	0	0	17	70.6
TECHNICIANS	210	36	9	5	2	34	10	1	0	307	20.5
501 PARAPROFESSIONAL	5	5	0	0	0	65	29	6	2	112	37.5
PARAPROFESSIONALS	5	5	0	0	0	65	29	6	2	112	37.5
601 CLERICAL I	16	15	1	1	0	90	52	10	0	186	43.0
602 CLERICAL II	4	4	0	0	0	48	33	10	2	103	49.5

# GENERAL CITY JOB GROUP ANALYSIS

Data Period: JANUARY 2002

JOB GROUP	MALES				FEMALES				TOTAL		MINORITY		-FEMALE-	
	-C -	-B -	-H -	-AP-	-AI	-C -	-B -	-H -	-AP-	-AI	NO.	%	- TOTAL -	NO %
603 CLERICAL III	25	4	0	0	0	154	62	18	1	2	266	87	32.7	237 89.1
604 FIELD CLERICAL	43	19	5	0	1	25	25	2	0	2	122	54	44.3	54 44.3
605 INTERNS	36	17	0	3	0	29	41	3	3	1	133	68	51.1	77 57.9
OFFICE & CLERICAL	124	59	6	4	1	346	213	43	6	8	810	340	42.0	616 76.0
701 SKILLED WORK SUP	20	5	1	0	0	5	0	0	0	0	31	6	19.4	5 16.1
702 MECH/REPAIRERS	151	35	15	0	1	7	3	0	0	0	212	54	25.5	10 4.7
703 CONSTR CRAFTS	110	22	13	0	4	7	1	0	0	0	157	40	25.5	8 5.1
704 SKILLED WORK GEN	121	28	8	0	2	11	4	0	0	0	174	42	24.1	15 8.6
SKILLED CRAFTS	402	90	37	0	7	30	8	0	0	0	574	142	24.7	38 6.6
801 CUSTODIAL WORKER	34	26	5	0	1	17	9	2	0	0	94	43	45.7	28 29.8

# GENERAL CITY JOB GROUP ANALYSIS

Data Period: JANUARY 2002

JOB GROUP	MALES			FEMALES			TOTAL		MINORITY		-FEMALE-	
	-C	-B	-H	-AP	-AI	-C	-B	-H	-AP	-AI	NO.	%
802 LABORERS GENERAL	104	65	13	0	2	12	22	2	1	2	223	107 48.0 39 17.5
803 EQUIP OPER/DRIV	226	132	27	0	3	17	16	0	0	1	422	179 42.4 34 8.1
804 SAN WORKER	47	14	2	0	0	1	1	0	0	0	65	17 26.2 2 3.1
805 GEN SERV/MAINT	95	39	12	1	3	11	4	2	0	2	169	63 37.3 19 11.2
806 LABOR CREW LIRS	40	18	4	0	0	7	4	1	0	0	74	27 36.5 12 16.2
899 SEASONAL LABORERS	17	21	1	0	0	2	14	0	0	0	55	36 65.5 16 29.1
SERVICE/MAINTENANCE	563	315	64	1	9	67	70	7	1	5	1102	472 42.8 150 13.6
TOTAL	1857	607	139	33	23	921	457	72	16	17	4142	1364 32.9 1483 35.8

# UTILIZATION ANALYSIS

UNDERUTILIZATION DETERMINED BY 80% OF AVAILABILITY RULE

CITY OF MILWAUKEE

DATA PERIOD: JANUARY 2002 (REV)

JOB GROUP	MINORITY				FEMALE			
	TOTAL EMPLOYED	TOTAL EMPLOYED	UTIL %	AVAIL. %	UNDER UTILIZED	TOTAL EMPLOYED	UTIL %	AVAIL. %
100 DIR/CHIEF ADM	16	4	25.00	20.01	NU	7	43.75	33.25 NU
101 ASST DIRS/MCERS	72	13	18.06	22.44	NU	20	27.78	39.78 Y(8)
102 ADMIN SUPVR	136	32	23.53	24.88	NU	82	60.29	58.03 NU
103 CRAFTS/MAINT/SVC	134	32	23.88	28.77	NU	17	12.69	18.18 Y(7)
104 TECHNICAL SUPVS	82	10	12.20	22.65	Y(8)	22	26.83	31.46 NU
110 EXEMPT APPT ADM	16	1	6.25	23.76	Y(2)	4	25.00	20.25 NU
OFFICIALS & ADMINISTRATORS	456	92	20.18	25.03	NU	152	33.33	36.47 NU
201 ENG/TECH PROF	114	25	21.93	20.42	NU	17	14.91	16.45 NU
202 ACCT/FIN PROF	65	22	33.85	30.09	NU	33	50.77	52.72 NU

# UTILIZATION ANALYSIS

## UNDERUTILIZATION DETERMINED BY 80% OF AVAILABILITY RULE

CITY OF MILWAUKEE

DATA PERIOD: JANUARY 2002 (REV)

JOB GROUP	MINORITY				FEMALE			
	TOTAL EMPLOYED	UTIL %	AVAIL. %	UNDER UTILIZED	TOTAL EMPLOYED	UTIL %	AVAIL. %	UNDER UTILIZED
203 DATA PROC PROF	59	13	22.03	21.10 NU	21	35.59	36.54	NU
204 ADM/SUPPORT PROF	102	30	29.41	28.53 NU	58	56.86	56.43	NU
205 LEGAL PROF	29	3	10.34	6.94 NU	13	44.83	29.48	NU
206 SCI/HEALTH PROF	96	25	26.04	26.71 NU	38	39.58	40.04	NU
207 ENF/PROP PROF	120	47	39.17	34.82 NU	40	33.33	34.17	NU
208 PER/COM SVC PROF	25	11	44.00	36.47 NU	18	72.00	64.33	NU
209 LIBRARIANS	78	9	11.54	14.35 NU	61	78.21	79.00	NU
210 EXEMPT APPT PROF	25	9	36.00	21.24 NU	18	72.00	78.54	NU
211 PUB HLTH NURSES	68	19	27.94	18.95 NU	63	92.65	93.44	NU

# UTILIZATION ANALYSIS

UNDERUTILIZATION DETERMINED BY 80% OF AVAILABILITY RULE

CITY OF MILWAUKEE

DATA PERIOD: JANUARY 2002 (REV)

JOB GROUP	MINORITY				FEMALE			
	TOTAL EMPLOYED	TOTAL EMPLOYED %	AVAIL. %	UNDER UTILIZED	TOTAL EMPLOYED %	UTIL %	AVAIL. %	UNDER UTILIZED
PROFESSIONALS	781	213	27.27	24.63 NU	380	48.66	48.78 NU	
301 INSPECTORS	83	12	14.46	19.92 Y(4)	6	7.23	17.22 Y(8)	
302 DATA PROC TECH	9	5	55.56	46.61 NU	6	66.67	68.22 NU	
303 ENG/DRAFT TECH	140	21	15.00	15.04 NU	20	14.29	15.08 NU	
304 ALL OTHER TECH	58	13	22.41	31.75 Y(5)	12	20.69	37.54 Y(9)	
305 FIELD HLTH TECH	17	12	70.59	60.06 NU	1	5.88	11.51 Y(0)	
TECHNICIANS	307	63	20.52	22.93 NU	45	14.66	21.26 Y(20)	
501 PARAPROFESSIONAL	132	43	32.58	33.07 NU	114	86.36	81.15 NU	

# UTILIZATION ANALYSIS

UNDERUTILIZATION DETERMINED BY 80% OF AVAILABILITY RULE

CITY OF MILWAUKEE

DATA PERIOD: JANUARY 2002 (REV)

JOB GROUP	MINORITY				FEMALE			
	TOTAL EMPLOYED	TOTAL EMPLOYED %	UTIL %	AVAIL. %	UNDER UTILIZED	TOTAL EMPLOYED %	UTIL %	AVAIL. %
PARAPROFESSIONALS	132	43	32.58	33.07	NU	114	86.36	81.15
601 CLERICAL I	186	80	43.01	35.22	NU	153	82.26	72.70
602 CLERICAL II	103	51	49.51	41.92	NU	95	92.23	80.62
603 CLERICAL III	246	86	34.96	41.29	NU	225	91.46	86.20
604 FIELD CLERICAL	122	54	44.26	40.75	NU	54	44.26	39.21
605 INTERNS	133	68	51.13	31.63	NU	77	57.89	49.26
OFFICE & CLERICAL	790	339	42.91	38.23	NU	604	76.46	68.82
701 SKILLED WORK SUP	31	6	19.35	25.12	Y(1)	5	16.13	9.24
702 MECH/REPAIRERS	212	54	25.47	32.96	Y(15)	10	4.72	10.15

# UTILIZATION ANALYSIS

## UNDERUTILIZATION DETERMINED BY 80% OF AVAILABILITY RULE

CITY OF MILWAUKEE

DATA PERIOD: JANUARY 2002 (REV)

JOB GROUP	MINORITY				FEMALE			
	TOTAL EMPLOYED	TOTAL EMPLOYED	UTIL %	AVAIL. %	UNDER UTILIZED	TOTAL EMPLOYED	UTIL %	AVAIL. %
703 CONSTR CRAFTS	157	40	25.48	26.11	NU	8	5.10	6.44
704 SKILLED WORK GEN	174	42	24.14	35.23	Y(19)	15	8.62	13.66
705 SKILLED CRAFTS	574	142	24.74	31.35	Y(37)	38	6.62	10.15
801 CUSTODIAL WORKER	94	43	45.74	42.49	NU	28	29.79	27.49
802 LABORERS GENERAL	223	107	47.98	44.67	NU	39	17.49	15.43
803 EQUIP OPER/DRIV	422	179	42.42	41.24	NU	34	8.06	11.56
804 SAN WORKER	65	17	26.15	44.77	Y(12)	2	3.08	14.47
805 GEN SERV/MAINT	169	63	37.28	41.31	NU	19	11.24	16.68



# UTILIZATION ANALYSIS

UNDERUTILIZATION DETERMINED BY 80% OF AVAILABILITY RULE

CITY OF MILWAUKEE

DATA PERIOD: JANUARY 2002 (REV)

JOB GROUP	MINORITY				FEMALE			
	TOTAL EMPLOYED	TOTAL EMPLOYED	UTIL %	AVAIL. %	UTIL %	AVAIL. %	UTIL %	AVAIL. %
806 LABOR CREW LDERS	74	27	36.49	43.01	NU	12	16.22	15.80
899 SEASONAL LABORERS	55	36	65.45	40.11	NU	16	29.09	16.85
SERVICE/MAINTENANCE	1102	472	42.83	42.32	NU	150	13.61	15.21
TOTAL	4142	1364	32.93	33.05	NU	1483	35.80	35.95

# UTILIZATION ANALYSIS

UNDERUTILIZATION DETERMINED BY 80% OF AVAILABILITY RULE

CITY OF MILWAUKEE

DATA PERIOD: JANUARY 2002 (REV)

JOB GROUP	BLACK				HISPANIC			
	TOTAL EMPLOYED	TOTAL EMPLOYED	UTIL %	AVAIL. %	TOTAL EMPLOYED	UTIL %	AVAIL. %	UNDER UTILIZED
100 DIR/CHIEF ADM	16	3	18.75	15.44 NU	0	0.00	3.16 Y(0)	
101 ASST DIRS/MCRS	72	10	13.89	16.68 NU	2	2.78	3.47 NU	
102 ADMIN SUPVR	136	28	20.59	19.19 NU	3	2.21	3.41 Y(1)	
103 CRAFTS/MAINT/SVC	134	22	16.42	21.24 Y(6)	9	6.72	6.13 NU	
104 TECHNICAL SUPVS	82	7	8.54	14.93 Y(5)	1	1.22	2.53 Y(1)	
110 EXEMPT APPT ADM	16	1	6.25	16.86 Y(1)	0	0.00	5.83 Y(0)	
OFFICIALS & ADMINISTRATORS	456	71	15.57	18.42 NU	15	3.29	4.14 Y(3)	
201 ENG/TECH PROF	114	13	11.40	11.09 NU	1	0.88	1.66 Y(0)	
202 ACCT/FIN PROF	65	17	26.15	23.04 NU	0	0.00	1.34 Y(0)	

# UTILIZATION ANALYSIS

UNDERUTILIZATION DETERMINED BY 80% OF AVAILABILITY RULE

CITY OF MILWAUKEE

DATA PERIOD: JANUARY 2002 (REV)

JOB GROUP	BLACK				HISPANIC			
	TOTAL EMPLOYED	TOTAL EMPLOYED	UTIL %	AVAIL. %	UTIL %	AVAIL. %	UTIL %	AVAIL. %
203 DATA PROC PROF	59	8	13.56	12.21	NU	3	5.08	4.25
204 ADM/SUPPORT PROF	102	23	22.55	21.32	NU	5	4.90	4.95
205 LEGAL PROF	29	3	10.34	3.82	NU	0	0.00	1.80
206 SCI/HEALTH PROF	96	13	13.54	15.23	NU	4	4.17	4.49
207 ENF/PROP PROF	120	42	35.00	29.50	NU	3	2.50	3.37
208 PER/COM SVC PROF	25	8	32.00	26.45	NU	3	12.00	8.37
209 LIBRARIANS	78	8	10.26	12.10	NU	0	0.00	0.84
210 EXEMPT APPT PROF	25	7	28.00	14.90	NU	2	8.00	4.55
211 PUB HLTH NURSES	68	16	23.53	13.77	NU	2	2.94	2.27

# UTILIZATION ANALYSIS

UNDERUTILIZATION DETERMINED BY 80% OF AVAILABILITY RULE

CITY OF MILWAUKEE

DATA PERIOD: JANUARY 2002 (REV)

JOB GROUP	BLACK				HISPANIC			
	TOTAL EMPLOYED	TOTAL EMPLOYED %	AVAIL. %	UNDER UTILIZED	TOTAL EMPLOYED	UTIL %	AVAIL. %	UNDER UTILIZED
PROFESSIONALS	781	158	20.23	17.52 NU	23	2.94	3.15	NU
301 INSPECTORS	83	8	9.64	14.19 Y(3)	2	2.41	2.93	NU
302 DATA PROC TECH	9	4	44.44	36.57 NU	1	11.11	9.24	NU
303 ENG/DRAFT TECH	140	15	10.71	10.46 NU	3	2.14	2.05	NU
304 ALL OTHER TECH	58	9	15.52	26.48 Y(6)	2	3.45	3.64	NU
305 FIELD HLTH TECH	17	10	58.82	49.51 NU	2	11.76	9.66	NU
TECHNICIANS	307	46	14.98	17.42 NU	10	3.26	3.22	NU
501 PARAPROFESSIONAL	132	35	26.52	26.53 NU	6	4.55	4.94	NU

# UTILIZATION ANALYSIS

UNDERUTILIZATION DETERMINED BY 80% OF AVAILABILITY RULE

CITY OF MILWAUKEE

DATA PERIOD: JANUARY 2002 (REV)

JOB GROUP	BLACK				HISPANIC			
	TOTAL EMPLOYED	TOTAL EMPLOYED %	UTIL %	AVAIL. %	TOTAL EMPLOYED	UTIL %	AVAIL. %	UNDER UTILIZED
PARAPROFESSIONALS	132	35	26.52	26.53	NU	6	4.55	4.94 NU
601 CLERICAL I	186	67	36.02	28.96	NU	11	5.91	4.68 NU
602 CLERICAL II	103	37	35.92	34.54	NU	10	9.71	6.06 NU
603 CLERICAL III	246	65	26.42	31.23	NU	18	7.32	7.69 NU
604 FIELD CLERICAL	122	44	36.07	33.43	NU	7	5.74	5.57 NU
605 INTERNS	133	58	43.61	24.69	NU	3	2.26	4.68 Y(3)
OFFICE & CLERICAL	790	271	34.30	30.37	NU	49	6.20	5.93 NU
701 SKILLED WORK SUP	31	5	16.13	16.91	NU	1	3.23	5.80 Y(0)
702 MECH/REPAIRERS	212	38	17.92	25.17	Y(15)	15	7.08	6.42 NU

# UTILIZATION ANALYSIS

## UNDERUTILIZATION DETERMINED BY 80% OF AVAILABILITY RULE

CITY OF MILWAUKEE

DATA PERIOD: JANUARY 2002 (REV)

JOB GROUP	BLACK			HISPANIC		
	TOTAL EMPLOYED	TOTAL EMPLOYED %	UTIL. % AVAIL.	TOTAL EMPLOYED %	UTIL. % AVAIL.	UNDER UTILIZED %
703 CONSTR CRAFTS	157	23	14.65	17.56	NU	13 8.28 6.24 NU
704 SKILLED WORK GEN	174	32	18.39	27.76	Y(16)	8 4.60 5.21 NU
SKILLED CRAFTS	574	98	17.07	23.43	Y(36)	37 6.45 5.97 NU
801 CUSTODIAL WORKER	94	35	37.23	34.54	NU	7 7.45 6.32 NU
802 LABORERS GENERAL	223	87	39.01	36.42	NU	15 6.73 6.36 NU
803 EQUIP OPER/DRIV	422	148	35.07	34.62	NU	27 6.40 5.62 NU
804 SAN WORKER	65	15	23.08	37.70	Y(9)	2 3.08 5.67 Y(1)
805 GEN SERV/MAINT	169	43	25.44	32.34	Y(11)	14 8.28 6.52 NU

# UTILIZATION ANALYSIS

UNDERUTILIZATION DETERMINED BY 80% OF AVAILABILITY RULE

CITY OF MILWAUKEE

DATA PERIOD: JANUARY 2002 (REV)

JOB GROUP	BLACK				HISPANIC			
	TOTAL EMPLOYED	TOTAL EMPLOYED	UTIL %	AVAIL. %	UNDER UTILIZED	TOTAL EMPLOYED	UTIL %	UNDER UTILIZED
806 LABOR CREW LDRS	74	22	29.73	34.22	NU	5	6.76	6.78 NU
899 SEASONAL LABORERS	55	35	63.64	30.37	NU	1	1.82	7.81 Y(3)
SERVICE/MAINTENANCE	1102	385	34.94	34.57	NU	71	6.44	6.16 NU
TOTAL	4142	1064	25.69	25.70	NU	211	5.09	5.04 NU

# UTILIZATION ANALYSIS

UNDERUTILIZATION DETERMINED BY 80% OF AVAILABILITY RULE

CITY OF MILWAUKEE

DATA PERIOD: JANUARY 2002 (REV)

JOB GROUP	ASIAN PACIFIC				AMERICAN INDIAN			
	TOTAL EMPLOYED	TOTAL EMPLOYED	UTIL %	AVAIL. %	UNDER UTILIZED	TOTAL EMPLOYED	UTIL %	AVAIL. %
100 DIR/CHIEF ADM	16	1	6.25	0.92	NU	0	0.00	0.60
101 ASST DIRS/MGRS	72	1	1.39	1.72	NU	0	0.00	0.58
102 ADMIN SUPVR	136	0	0.00	1.53	Y(2)	1	0.74	0.75
103 CRAFTS/MAINT/SVC	134	0	0.00	0.39	Y(0)	1	0.75	0.89
104 TECHNICAL SUPVS	82	2	2.44	4.58	Y(1)	0	0.00	0.61
110 EXEMPT APPT ADM	16	0	0.00	0.35	Y(0)	0	0.00	0.66
OFFICIALS & ADMINISTRATORS	456	4	0.88	1.71	Y(3)	2	0.44	0.73
201 ENG/TECH PROF	114	10	8.77	7.22	NU	1	0.88	0.77
202 ACCT/FIN PROF	65	4	6.15	4.66	NU	1	1.54	1.13



# UTILIZATION ANALYSIS

## UNDERUTILIZATION DETERMINED BY 80% OF AVAILABILITY RULE

CITY OF MILWAUKEE

DATA PERIOD: JANUARY 2002 (REV)

JOB GROUP	ASIAN PACIFIC				AMERICAN INDIAN			
	TOTAL EMPLOYED	TOTAL EMPLOYED	UTIL %	AVAIL. %	UNDER UTILIZED	TOTAL EMPLOYED	UTIL %	UNDER UTILIZED
203 DATA PROC PROF	59	2	3.39	4.33	Y(0)	0	0.00	0.41 Y(0)
204 ADM/SUPPORT PROF	102	0	0.00	1.20	Y(1)	2	1.96	0.94 NU
205 LEGAL PROF	29	0	0.00	1.30	Y(0)	0	0.00	0.16 Y(0)
206 SCI/HEALTH PROF	96	8	8.33	6.92	NU	0	0.00	0.22 Y(0)
207 ENF/PROP PROF	120	0	0.00	0.49	Y(0)	2	1.67	1.48 NU
208 PER/COM SVC PROF	25	0	0.00	1.43	Y(0)	0	0.00	0.44 Y(0)
209 LIBRARIANS	78	1	1.28	1.43	NU	0	0.00	0.02 Y(0)
210 EXEMPT APPT PROF	25	0	0.00	1.45	Y(0)	0	0.00	0.66 Y(0)
211 PUB HLTH NURSES	68	1	1.47	2.44	Y(0)	0	0.00	0.47 Y(0)

# UTILIZATION ANALYSIS

## UNDERUTILIZATION DETERMINED BY 80% OF AVAILABILITY RULE

CITY OF MILWAUKEE

DATA PERIOD: JANUARY 2002 (REV)

JOB GROUP	ASIAN PACIFIC				AMERICAN INDIAN			
	TOTAL EMPLOYED	TOTAL EMPLOYED	UTIL &	AVAIL. &	TOTAL EMPLOYED	UTIL &	AVAIL. &	UNDER UTILIZED
PROFESSIONALS	781	26	3.33	3.35 NU	6	0.77	0.70 NU	
301 INSPECTORS	83	0	0.00	0.83 Y(0)	2	2.41	1.77 NU	
302 DATA PROC TECH	9	0	0.00	0.47 Y(0)	0	0.00	0.27 Y(0)	
303 ENG/DRAFT TECH	140	3	2.14	1.95 NU	0	0.00	0.40 Y(0)	
304 ALL OTHER TECH	58	2	3.45	0.73 NU	0	0.00	0.76 Y(0)	
305 FIELD HLTH TECH	17	0	0.00	0.22 Y(0)	0	0.00	0.68 Y(0)	
TECHNICIANS	307	5	1.63	1.28 NU	2	0.65	0.85 Y(0)	
501 PARAPROFESSIONAL	132	2	1.52	1.07 NU	0	0.00	0.66 Y(0)	

# UTILIZATION ANALYSIS

UNDERUTILIZATION DETERMINED BY 80% OF AVAILABILITY RULE

CITY OF MILWAUKEE

DATA PERIOD: JANUARY 2002 (REV)

JOB GROUP	ASIAN PACIFIC				AMERICAN INDIAN			
	TOTAL EMPLOYED	TOTAL EMPLOYED	UTIL %	AVAIL. %	UNDER UTILIZED	TOTAL EMPLOYED	UTIL %	AVAIL. %
PARAPROFESSIONALS	132	2	1.52	1.07	NU	0	0.00	0.66 Y(0)
601 CLERICAL I	186	1	0.54	0.87	Y(0)	1	0.54	0.57 NU
602 CLERICAL II	103	2	1.94	0.61	NU	2	1.94	0.60 NU
603 CLERICAL III	246	1	0.41	1.00	Y(1)	2	0.81	1.28 Y(1)
604 FIELD CLERICAL	122	0	0.00	0.29	Y(0)	3	2.46	1.49 NU
605 INTERNS	133	6	4.51	1.46	NU	1	0.75	0.80 NU
OFFICE & CLERICAL	790	10	1.27	0.89	NU	9	1.14	0.98 NU
701 SKILLED WORK SUP	31	0	0.00	0.09	Y(0)	0	0.00	2.41 Y(0)
702 MECH/REPAIRERS	212	0	0.00	0.24	Y(0)	1	0.47	1.23 Y(1)

# UTILIZATION ANALYSIS

## UNDERUTILIZATION DETERMINED BY 80% OF AVAILABILITY RULE

CITY OF MILWAUKEE

DATA PERIOD: JANUARY 2002 (REV)

JOB GROUP	ASIAN PACIFIC				AMERICAN INDIAN			
	TOTAL EMPLOYED	TOTAL EMPLOYED	UTIL %	AVAIL. %	UNDER UTILIZED	TOTAL EMPLOYED	UTIL %	AVAIL. %
703 CONSTR CRAFTS	157	0	0.00	0.22	Y(0)	4	2.55	1.87 NU
704 SKILLED WORK GEN	174	0	0.00	0.24	Y(0)	2	1.15	1.27 NU
114 SKILLED CRAFTS	574	0	0.00	0.23	Y(1)	7	1.22	1.48 NU
801 CUSTODIAL WORKER	94	0	0.00	0.45	Y(0)	1	1.06	1.14 NU
802 LABORERS GENERAL	223	1	0.45	0.31	NU	4	1.79	1.48 NU
803 EQUIP OPER/DRIV	422	0	0.00	0.10	Y(0)	4	0.95	0.84 NU
804 SAN WORKER	65	0	0.00	0.20	Y(0)	0	0.00	1.20 Y(0)
805 GEN SERV/MAINT	169	1	0.59	0.57	NU	5	2.96	1.89 NU

# UTILIZATION ANALYSIS

## UNDERUTILIZATION DETERMINED BY 80% OF AVAILABILITY RULE

CITY OF MILWAUKEE

DATA PERIOD: JANUARY 2002 (REV)

JOB GROUP	ASIAN PACIFIC				AMERICAN INDIAN			
	TOTAL EMPLOYED	TOTAL EMPLOYED	UTIL %	AVAIL. %	TOTAL EMPLOYED	UTIL %	AVAIL. %	UNDER UTILIZED
806 LABOR CREW IDRS	74	0	0.00	0.36 Y(0)	0	0.00	1.57 Y(1)	
899 SEASONAL LABORERS	55	0	0.00	0.79 Y(0)	0	0.00	1.22 Y(0)	
SERVICE/MAINTENANCE	1102	2	0.18	0.30 Y(1)	14	1.27	1.25 NU	
TOTAL	4142	49	1.18	1.23 NU	40	0.97	1.02 NU	

## **VII. AVAILABILITY ANALYSIS**

*Availability is determined by computing external and internal labor market availability. An Availability Analysis was computed and then used in the Utilization Analysis to determine which job groups are underutilized.*

## **VIII. UTILIZATION ANALYSIS**

*The City-wide utilization analysis compares the actual utilization of women, minorities, blacks, Hispanics, Asian Pacific and American Indians by job group with their availability in the labor market. The purpose of the utilization analysis is to identify those job groups in which there is underutilization. "NU" and "Y(0)" indicate there is no underutilization. "Y(1), Y(2)," etc. indicates that there is underutilization and how many minorities, women, blacks, Hispanics, Asian Pacific or American Indians would need to be hired into the job group to eliminate the underutilization.*

*The City uses the 80% rule to determine underutilization. This means that underutilization occurs when utilization is less than 80% of what would be expected based on availability. The Utilization Analysis Report begins on page 11f and follows the Job Group Analysis Report.*

## **IX. WORK FORCE ANALYSIS**

*A work force analysis lists job titles and pay ranges within each job group and ranks them generally from lowest paid to highest paid. As part of the Plan, a Work Force Analysis Report was prepared and distributed to each general City department.*

## **X. IDENTIFICATION OF PROBLEM AREAS BY JOB GROUPS**

*The utilization analysis compares the representation of women and minorities in each job group as of the beginning of January 2002, with the labor market availability of members of those groups having the requisite training and experience. The utilization of six groups was analyzed at both City-wide and departmental levels: total minorities, women, blacks, Hispanics, Asian Pacific and American Indian. Underutilization was determined to exist if the utilization of any of the six groups was less than 80% of the labor market availability for that particular group.*

*The utilization analysis identified a total of 20 job groups in which there was underutilization of total minorities, women, blacks, Hispanics, Asian Pacific and/or American Indians at the City-wide level. This number excludes Job Groups 110 (Exempt Appointed Officials) and 210 (Exempt Appointed Professionals) which consist of positions appointed by elected officials. The chart on the following page contains the 20 job groups in which there was City-wide underutilization and indicates with a "Y" as to which groups are underutilized.*

**-Group Underutilized-**

<u><b>Job Group</b></u>	<u><b>Minorities</b></u>	<u><b>Females</b></u>	<u><b>Blacks</b></u>	<u><b>Hispanics</b></u>	<u><b>Asian Pacific</b></u>	<u><b>American Indian</b></u>
Asst./Dep. Dept. Heads & Division Heads, 101		Y				
Admin. Supvs., 102				Y	Y	
Crafts, Maint./Service Supvs., 103		Y	Y			
Technical Supvs., 104	Y		Y	Y	Y	
Adm. & Other Support Profs., 204					Y	
Enforcement /Property Professionals, 207				Y		
Librarians, 209	Y					
Inspectors, 301	Y	Y	Y			
All Other Techs, 304	Y	Y	Y			
Clerical III, 603					Y	Y
Interns, 605				Y		
Skilled Worker Sup, 701	Y					
Mech & Repairers, 702	Y	Y	Y			Y
Constr. Crafts, 703		Y				
Skilled Worker-Gen, 704	Y	Y	Y			
Equip. Operators & Drivers, 803		Y				
Sanitation Wrkrs, 804	Y	Y	Y	Y		
Gen. Service/Maint., 805		Y	Y			
Labor Crew Ldrs., 806						Y
Seas. Laborers, 899				Y		

## **XI. IDENTIFICATION OF PROBLEM AREAS BY ORGANIZATIONAL UNIT**

### **EMPLOYMENT PROCESS**

#### **Recruitment**

*Recruitment efforts focused on job titles located in EEO categories where the City has underutilization. Although some progress has been made the City is still underutilized in 20 job groups.*

*The City continues to utilize several different methods to recruit employees, especially women and minorities. For example, the City advertises jobs on the City's web site as well as several other web sites, in the newspaper, on the radio, the City's cable TV station and the City's Job Hotline phone number. Advertisements for positions are also sent on a rotating basis to different community newspapers that serve specific minority groups such as the "Milwaukee Courier" and the "Spanish El Conquistador". In addition, announcement sheets are sent to various religious organizations, places of higher education and community groups.*

*Under the Auxiliary Resource Program (ARP) the City has auxiliary positions that are available to allow departments to capitalize on the availability of well-qualified individuals at a time that does not coincide with a regular job opening. Applicants compete in a civil service examination process. The individual hired into the ARP position is transferred into a regular position when one becomes available.*

#### **Selection and Hiring**

*The Department of Employee Relations monitors the examination process closely so that problems can be identified and addressed. The Department evaluates the different components of the examination process for adverse impact. It is attempting to use most often those components that have less adverse impact and to ensure the job relatedness of all components.*

*The Department staff meets with other City departments to discuss staffing options, any underutilization problems, and the implementation of any improvements to the selection process. The Test Taking Manual is available on the City's web site and provides information on the hiring process and tips for preparing for a civil service examination.*

#### **Training and Development Services**

*Training and Development Services continues to evaluate employee participation in the City's Tuition Reimbursement program. This program enables employees to prepare for career advancement. A total of 1,914 employees participated in the Tuition Benefit Program during 2001. This is an increase from 1999 when 1,572 employees participated. The rate of participation for women decreased from 40.4% to 38.3% which is still higher than the representation of women in the workforce (35.8%). The rate of participation for minorities increased from 26.0% to 31.0% which is still slightly lower*



than the representation of minorities in the workforce (32.9%).

Under the Tuition Reimbursement program, employees are able to use the benefit for classes or conferences on work time subject to departmental approval. This policy makes it easier for employees to use tuition reimbursement for classes that are offered during regular working hours without depleting their vacation time.

The Training and Development Services Section of Employee Relations also offers a Tuition Advance Benefit. This benefit allows eligible City employees to attend programs offered by Training and Development Services and to have their fees billed directly to their Tuition Benefit accounts so they have no out of pocket expenses. This benefit continues to make it easier for employees to use tuition reimbursement and to attend training programs through Training and Development Services. In 2001 846 employees took 1,044 classes sponsored by Training and Development Services.

### **Promotions**

Promotional information based on 2001 data was analyzed by race and sex to determine what positive or adverse impact City promotion policies have on the work force. There were 334 promotions during 2001. Women, who made up 35.8% of the workforce at the beginning of 2002, received 154 or 46.1% of all promotions which is a small increase from 44.8% in 1999. Minorities, who made up 32.9% of the work force at the beginning of 2002, received 122 or 36.5% of all promotions which is also a small increase from 35.9% in 1999 and is higher than the percentage of minorities in the workplace. (See chart C on page 25)

### **Complaint Investigations**

During 2001, the Department of Employee Relations reviewed a number of complaints received by telephone or in writing and conducted formal complaint investigations. A six member Complaint Processing Team was established in 1998 to handle complaints received by the Department of Employee Relations. The Chairperson was the Employee Relations Deputy Director. In 2003 the Office of Diversity and Outreach was created in the Department of Employee Relations to conduct activities related to diversity, equal employment opportunity and affirmative action. The staff in the Office of Diversity and Outreach is now responsible for investigating complaints of discrimination and harassment by City employees.

### **Termination, Discharge and Suspension**

A review of disciplinary action data for 2001 reveals that the percentage of minorities receiving discipline increased slightly from 47.6% in 1999 to 48.5% in 2001 which is still significantly higher than the representation of minorities in the workforce (32.9%). More minorities (21 out of 38 or 55.3%) were dismissed (discharges and terminations) than non-minorities (17 or 44.7%). This percentage is significantly lower than in 1999 when the percentage of minorities dismissed was 71.4%. The percentage rate for suspensions received by minorities (46.3% or 51 out of 123) increased from last year when the percentage was 42.3%. (See Chart G on page 28)

Most of the discipline (144 out of 161 or 89.4%) were given to employees whose positions are in the Office/ Clerical, Skilled Craft Workers or Service/ Maintenance job groups. The representation of minorities in those three job categories combined is 39.6% or 984 out of 2,486. This percentage is a little higher than the citywide representation of 32.9% so the discrepancy is reduced but not eliminated.

The reasons for disciplinary action varied as shown in Chart E on page 27. In 2001, there were 161 instances of disciplinary action, excluding written warnings, in the general City departments. The most common reason for disciplinary actions, again this year, was Attendance at 60 or 37.3%. The next most common reason for discipline was Misconduct with 57 or 35.4% of the disciplinary actions. The third and fourth most common reason for discipline was Performance at 23 or 14.3% and Drug/ Alcohol Testing Violation at 18 or 11.2%. Less common were the reasons of Vehicle Operations at two or 1.2% and Safety Violations at one or 0.6%.

Chart F on page 28, shows that African Americans had 62 out of 161 or 38.5% of all disciplinary actions which is slightly more than last year (38.2%) but still significantly higher than their representation in the general city workforce (25.7%). Hispanics received seven or 4.3% of the disciplinary actions which is less than their representation in the general city workforce (5.1%). Native Americans received six or 3.7% of the disciplinary actions which is higher than their representation in the workforce (1.0%). Asians received three or 1.9% of the disciplinary actions which is also higher than their representation in the workplace (1.2%).

Some of the larger departments analyzed the rates and reasons for their discipline as shown below:

**Library** had 14 disciplinary actions in 2001 and minorities received nine or 62.3% which is an increase from 57.1% in 1999 and is higher than the City-wide rate of 48.5%. Library Circulation Aides and Computer Services Aides, part-time student positions, received eight or 57.1% of all the discipline. The Library will continue to do a formal orientation to the department with a separate orientation session for Library Circulation Aides and Computer Service Aides. The Library will also work with the Union on early intervention to help avoid discipline and hold disciplinary actions in abeyance and refer employees to the Employee Assistance Program when appropriate.

**DPW-Administration** had 14 disciplinary actions in 2001 and minorities received nine or 64.3% which is higher than the City-wide rate of 48.5% and is an increase from 50.0% in 1999.

**DPW-Buildings and Fleet** had 10 disciplinary actions in 2001 and minorities received two or 20.0% which is significantly lower than the City-wide rate of 48.5% and is a decrease from 36.0% in 1999.

**DPW-Forestry** had 23 disciplinary actions in 2001 and minorities received five or 21.7% which is lower than the City-wide rate of 48.5% and a decrease from 23.1% in 1999.

**DPW-Infrastructure** had 38 disciplinary actions in 2001 and minorities received 26 or 68.4% which is higher than the City-wide rate of 48.5% and is an increase from 57.1%

in 1999. The department endorses the use of the Early Intervention Program and formally refers employees to the Employee Assistant Program. Supervisors attend numerous personnel training courses.

**DPW-Sanitation** had 36 disciplinary actions in 2001 and minorities received 19 or 52.8% which is higher than the City-wide rate of 48.5% and is an increase from 47.1% in 1999.

**DPW-Water** had 10 disciplinary actions in 2001 and minorities received three or 30.0% which is lower than the City-wide rate of 48.5% and a significant decrease from 64.7% in 1999.

Other departments with less than ten disciplinary actions are included in Chart D on page 26.

The City has a Workplace Violence Prevention Policy that specifically states behaviors that are not appropriate in the workplace including harassment, intimidation, threats or bullying. The City is committed to zero tolerance for workplace violence and to providing a safe and humane workplace for all employees. Further, the City has an Anti-Harassment Policy that also prohibits harassment and discrimination based on race, religion, age and other protected categories. In 2001 the number of disciplinary actions again decreased from 191 in 1999 to 161 in 2001. By providing clarification on what is acceptable within the workplace, the City hopes to continue the downward trend in the number of disciplinary actions.

### **DEPARTMENTAL PROBLEM AREAS**

Section I of the Departmental EEO/AA Plans is an "Assessment of Work Force Problem Areas." A sample of the problem areas identified by departments are listed below:

1. Underutilization of women and minorities in several job groups.
2. Diversity/EEO/AA Committees want greater input from other employees regarding ideas/concerns and need to respond to them.
3. Need for activities related to cultural diversity.
4. Difficulties in recruitment for vacancies.
5. Need to improve job posting access for all employees, particularly those located at field locations.
6. Limited promotional opportunities.

### **XII. GENERAL ACTION-ORIENTED PROGRAMS AND PLANS**

The Department of Employee Relations has followed through on the following Action Oriented Programs and Plans listed in the 2000 City-wide plan.

### Complaint Intake Training

Complaint Intake Advisor Training has been provided on an individual or small group basis over the past couple of years. A large group training for all Complaint Intake Advisors is being held on July 16, 2003 and July 22, 2003. Notices regarding the EEO Complaint Process and a list with the Complaint Intake Advisors will be distributed with paychecks later this summer to general city employees.

### Supervisory Training

The Department of Employee Relation has placed more emphasis on providing training on various topics for all supervisors and managers rather than just for new supervisors. Topics have included the Family Medical Leave Act which was held on May 1, 2003 and Collective Bargaining for Supervisors which was held on December 4, 2002.

### Diversity Training

A number of City employees, including several from the Department of Employee Relations participated in a "Train the Trainer" program for the "Street Smart" workplace violence prevention training program. These employees have presented numerous sessions of this training over the past couple of years. Included with this training is an emphasis on the City's Workplace Violence Prevention Policy.

During 2003-04 the Department of Employee Relations will continue and/or develop and execute the following Action Oriented Programs designed to eliminate problems and attain established objectives.

#### **ACTION**

#### **TARGET COMPLETION DATE**

#### **Complaint Intake Training**

September, 2003

Provide training and materials to all Complaint Intake Advisors.

#### **Supervisory Training**

January, 2004

Continue to provide EEO/AA training to Supervisors and Managers on a variety of topics

#### **Diversity Training**

January, 2004

Continue to offer training programs on diversity, EEO/AA issues and concerns.

### **XIII. INTERNAL AUDIT AND REPORT SYSTEM**

The Department of Employee Relations is responsible for developing and implementing an internal reporting system to audit, monitor and evaluate progress of the City's Diversity/Equal Employment Opportunity/Affirmative Action Program. The following reports will be maintained and monitored:

### **Disciplinary Action**

*All notices of disciplinary action involving suspension, discharge and termination are reviewed and recorded. This review enables the Department of Employee Relations to monitor departments' disciplinary actions for fairness and equity and identifies potential training needs for employees and supervisors.*

### **Applicant Flow**

*Information on applicants is recorded in summary form for review. This review is for determining if any protected group is adversely impacted at any point in the examination process.*

### **Promotion Data**

*Promotions are recorded and reviewed to determine whether or not they are being distributed fairly and equitably and whether women and minorities are experiencing any adverse impact.*

### **Training Activity**

*Training and Development Services maintains lists of participants in the Tuition Reimbursement program. Employees are identified by race and sex. The Department of Employee Relations reviews participation rates to determine if females and minorities have equal access to and are availing themselves of the City's Tuition Reimbursement program. Departmental Diversity/Equal Employment Opportunity/Affirmative Action Plans also include a report on training programs and seminars attended by employees.*

### **Complaint Procedure**

*Records are maintained of all employee EEO complaints filed with the Department of Employee Relations to identify departments or divisions that have a higher percentage of employee complaints and therefore may need training or some other corrective efforts. A new log is being developed to track complaints from city employees regarding the workplace, city residents regarding housing and employment and from those who felt they were treated disrespectfully by employees of the Fire and Police Department.*

### **Diversity/Equal Employment Opportunity/Affirmative Action Reporting by Departments and Bureaus**

*Departments will submit Diversity/Equal Employment Opportunity/Affirmative Action Plans to the Department of Employee Relations every other year. The plans will be reviewed to ensure that they are consistent with the overall City-Wide Diversity/Equal Employment Opportunity/Affirmative Action Plan.*

#### **XIV. COMPLIANCE WITH SEX DISCRIMINATION GUIDELINES**

*The City of Milwaukee prohibits discrimination on the basis of sex and is committed to diversity, equal employment opportunity and affirmative action. The City has written personnel policies that expressly indicate that there will be no discrimination against employees on the basis of sex.*

*To assure compliance with these policies, the City is committed to do the following:*

- a. Recruit and promote employees of both sexes for all positions unless gender is a bona fide occupational qualification.*
- b. Place advertisements in newspapers and other media that do not express a sex preference and are placed in sex neutral columns.*
- c. Give equal job consideration to employees of both sexes for any available job, based on their qualifications unless gender is a bona fide occupational qualification.*
- d. Not base any employment decisions on marital status.*
- e. Not consider young children of applicants or employees in employment, upgrading, or transfer decisions.*
- f. Provide appropriate physical facilities to both sexes.*
- g. Not discriminate against women on account of child bearing. Benefits for employees who qualify for leaves of absence shall be administered equally for both sexes. Maternity disability will be treated in the same manner as other temporary disabilities. Leave for purposes of child rearing shall be governed by the Family Medical Leave Act and administrative policies relating to unpaid leaves of absence.*
- h. Not maintain separate mandatory retirement schedules for males and females.*
- i. Not maintain separate wage schedules for males and females for jobs that are similar in content and responsibility.*
- j. Not maintain separate lines of seniority, nor restrict one sex for any job classification unless gender is a bona fide occupational qualification.*

## **XV. SUPPORT OF COMMUNITY ORGANIZATIONS**

*City employees are members of various community and professional organizations concerned with equal employment opportunity and affirmative action, including:*

- *American Association for Affirmative Action (AAAA)*
- *National Association for the Advancement of Colored People (NAACP)*
- *National Black Nurses Association*
- *Society of Women Engineers*
- *Urban League*
- *Wisconsin Association of Equal Employment (WAEEO)*

## **XVI. CONSIDERATION OF MINORITIES AND FEMALES NOT CURRENTLY IN THE WORK FORCE**

### **Engineering Positions**

*DPW - Infrastructure Services has College Intern positions that are filled by college Engineering students. The immediate benefit is providing valuable work experience to students. The future benefit is the potential for recruiting a diverse pool of applicants for City engineering vacancies to work at the City as engineers.*

### **Test Taking Manual**

*The Department of Employee Relations provides a Test Taking Manual on the City's web site. This manual provides information on the hiring process and tips for preparing for a civil service examination.*

### **Auxiliary Resource Program**

*The Auxiliary Resource Program started in 1993 and allows City departments to hire someone prior to a vacancy. This program gives departments more flexibility in hiring. For example, a new person can start working and be trained before the incumbent leaves thus making the transition easier.*

## **XVII. ACCOMMODATIONS UNDER THE AMERICANS WITH DISABILITIES ACT**

*On July 26, 1990, the Americans with Disabilities Act (ADA) was signed into law. This law went into effect for the City of Milwaukee, as an employer of 25 or more employees, on July 26, 1992. Muhammad Abdallah, Diversity and Outreach Officer, is the ADA Compliance Coordinator for the City.*

*Under the confidential Section K of the Departmental Equal Employment*

*Opportunity/ Affirmative Action Plans, City departments have described accommodations made for City employees during 2001. Accommodations included providing modifications in the method of performing duties, utilizing interpreter services and providing an adjusted work schedule.*

*Job applications include a section for applicants to request accommodations in the testing process, such as a reader for someone with a learning disability or a signer for someone who is hearing impaired. Requests are reviewed on a case-by-case basis by staff in the Department of Employee Relations. The Department of Employee Relations also has a phone relay system for those who are hearing impaired.*



XVIII-A 2002 GENERAL CITY STATISTICS

General City Employees		#	%
White Males		1857	44.8
White Females		<u>921</u>	22.2
Total Whites		2778	67.1
Black Males		607	14.7
Black Females		<u>457</u>	11.0
Total Blacks		1064	25.7
Native American Males		23	0.6
Native American Females		<u>17</u>	0.4
Total Native Americans		40	1.0
Asian Males		33	0.8
Asian Females		<u>16</u>	0.4
Total Asians		49	1.2
Hispanic Males		139	3.4
Hispanic Females		<u>72</u>	1.7
Total Hispanics		211	5.1
Total Females		1483	35.8
Total Minorities		<u>1364</u>	32.9
TOTAL NUMBER		4142	

## XVIII-B. 2001 DEPARTMENTAL NEW HIRE REPORT

<u>Dept. No.</u>	<u>Department</u>	<u>New Hires</u>	<u># of Min.</u>	<u>% Min.</u>	<u># of Female</u>	<u>% Female</u>
111	Mayor's Office	2	1	50.0	1	50.0
131	CC - CC	19	9	47.4	12	63.2
132	Municipal Court	5	1	20.0	4	80.0
149	City Attorney	5	3	60.0	3	60.0
151	Administration	9	5	55.6	4	44.4
165	Employee Relations	6	0	0.0	3	50.0
191	City Development	11	1	9.1	6	54.5
211	Comptroller	9	3	33.3	7	77.8
221	City Treasurer	8	2	25.0	4	50.0
230	Assessor	3	1	33.3	2	66.7
360	Neighborhood Serv.	23	11	47.8	10	43.5
381	Health	31	18	58.1	21	67.7
450.	ERS	4	1	25.0	2	50.0
514	DPW-Admin.	27	18	66.7	12	44.4
523	DPW-Infra.	75	37	49.3	11	14.7
545	DPW-Bldgs. & Fleet	24	3	12.5	4	16.7
581	DPW - Forestry	66	28	42.4	19	28.8
641	DPW - Water	10	3	30.0	3	30.0
694	DPW - Sanitation	12	11	91.7	3	25.0
861	Library	76	42	55.3	61	80.3
	Total	425	198	46.6	192	45.2

Departments listed below had no new hire activity during the year 2001:

170	Election Commission
310	Fire & Police Commission
428	Port of Milwaukee

## XVIII-C. 2001 DEPARTMENTAL PROMOTION REPORT

Dept. No.	Department	Promos.	# of Min.	% Min.	# of Female	% Female
131	CC - CC	9	4	44.4	7	77.8
132	Municipal Court	7	3	42.9	6	85.7
149	City Attorney	1	0	0.0	1	100.0
151	Administration	5	0	0.0	4	80.0
165	Employee Relations	9	4	44.4	8	88.9
170	Election Comm.	1	1	100.0	1	100.0
191	City Development	18	12	66.7	9	50.0
211	Comptroller	7	0	0.0	5	71.4
221	City Treasurer	8	2	25.0	8	100.0
360	Neighborhood Srv.	27	5	18.5	10	37.0
381	Health	24	8	33.3	17	70.8
428	Port of Milw.	1	0	0.0	0	0.0
450	ERS	5	2	40.0	4	80.0
514	DPW - Admin.	45	17	37.8	23	51.1
523	DPW - Infra.	34	12	35.3	7	20.6
545	DPW - B & F	16	5	31.3	3	18.8
581	DPW - Forestry	45	21	46.7	10	22.2
641	DPW - Water	28	11	39.3	4	14.3
694	DPW - Sanitation	15	4	26.7	3	20.0
861	Library	29	11	37.9	24	82.8
Total		334	122	36.5	154	46.1

Departments listed below had no promotion during the year 2001:

111	Mayor
230	Assessor's Office
310	Fire & Police Commission

XVIII-D. 2001 DEPARTMENTAL DISCIPLINARY ACTION REPORT

<u>Department</u>	<u>--Discharges--</u>		<u>--Suspensions--</u>		<u>--Terminations--</u>		<u>Min. % of All Actions</u>
	<u>Total</u>	<u>Min. Total</u>	<u>Total</u>	<u>Min. Total</u>	<u>Total</u>	<u>Min. Total</u>	
Administration	1	1	1	0	0	0	50.0%
City Attorney	0	0	0	0	1	0	0.0%
City Development	1	0	4	3	0	0	60.0%
Comptroller	0	0	2	0	0	0	0.0%
ERS	0	0	0	0	1	0	0.0%
Health	0	0	2	0	0	0	0.0%
Library	3	3	6	3	5	3	62.3%
Neighborhood Srvc.	1	0	2	1	0	0	33.3%
DPW - Admin.	1	0	9	6	4	3	64.3%
DPW - B & F	1	0	8	2	1	0	20.0%
DPW - Forestry	0	0	18	4	5	1	21.7%
DPW - Infra.	1	1	31	19	6	6	68.4%
DPW - Sanitation	2	1	32	17	2	1	52.8%
DPW - Water	1	1	8	2	1	0	30.0%
Total	12	7	123	57	26	14	48.45%

**XVIII-E.**

**2001 DISCIPLINARY ACTIONS BY REASON -- TOTAL: 161**

**Attendance: 60 (37.3%)**

Suspensions: 47  
Terminations: 11  
Discharges: 2

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**Misconduct: 57 (35.4%)**

Suspensions: 44  
Terminations: 5  
Discharges: 8

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**Drug/Alcohol Testing Violation: 18 (11.2%)**

Suspensions: 16  
Terminations: 1  
Discharges: 1

---

**Performance: 23 (14.3%)**

Suspensions: 13  
Terminations: 9  
Discharges: 1

---

**Vehicle Operations: 2 (1.2%)**

Suspensions: 2  
Terminations: 0  
Discharges: 0

---

**Safety Violations: 1 (0.6%)**

Suspensions: 1  
Terminations: 0  
Discharges: 0

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## XVIII-F

## 2001 DISCIPLINARY ACTIONS BY RACE

SUSPENSIONS (Total - 123)

<u>White</u>		<u>Black</u>		<u>Hispanic</u>		<u>Asian</u>		<u>Native American</u>	
<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>
58	8	40	7	4	0	1	0	0	5
66		47		4		1		5	
(53.7%)		(38.2%)		(3.3%)		(0.8%)		(4.1%)	

TERMINATIONS (Total - 26)

<u>White</u>		<u>Black</u>		<u>Hispanic</u>		<u>Asian</u>		<u>Native American</u>	
<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>
3	9	4	7	2	0	0	0	1	0
12		11		2		0		1	
(46.2%)		(42.3%)		(7.7%)		(0.0%)		(3.8%)	

DISCHARGES (Total - 12)

<u>White</u>		<u>Black</u>		<u>Hispanic</u>		<u>Asian</u>		<u>Native American</u>	
<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>
3	2	3	1	0	1	0	2	0	0
5		4		1		2		0	
(41.7%)		(33.3%)		(8.3%)		(16.7%)		(0.0%)	

TOTAL DISCIPLINARY ACTIONS (Total - 161)

<u>White</u>		<u>Black</u>		<u>Hispanic</u>		<u>Asian</u>		<u>Native American</u>	
<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>
64	19	47	15	6	1	1	2	1	5
83		62		7		3		6	
(51.6%)		(38.5%)		(4.3%)		(1.9%)		(3.7%)	

XVIII-G.

DISCIPLINARY ACTIONS BY RACE FROM 1995-2001  
(General City Employees)

	1995	1996	1997	1998	1999	2000	2001
	#	#	#	#	#	#	#
	%	%	%	%	%	%	%
<u>Suspensions</u>							
White	145	113	120	117	90	86	66
	52.7	51.6	58.8	52.5	57.7	54.4	53.7
Minority	130	106	95	106	66	72	57
	47.3	48.4	44.2	47.5	42.3	45.6	46.3
	275	219	215	223	156	158	123
<u>Dismissals</u> (Terminations & Discharges)							
White	20	18	20	18	10	10	17
	47.6	23.7	46.5	39.1	28.6	27.0	44.7
Minority	22	58	23	28	25	27	21
	52.4	76.3	53.5	60.9	71.4	73.0	55.3
	42	76	43	46	35	37	38
<u>Total Disciplinary Actions</u>							
White	165	131	140	135	100	96	83
	52.1	44.4	54.3	50.2	52.4	49.2	51.6
Minority	152	164	118	134	91	99	78
	47.9	55.6	45.7	49.8	47.6	50.8	48.4
	317	295	258	269	191	195	161



## DEPARTMENT OF EMPLOYEE RELATIONS

### *City of Milwaukee Anti-Harassment Policy*

#### — Summary —

It is the policy of the City of Milwaukee to provide a work environment that is free from sexual harassment and harassment or discrimination based upon race, national origin, religion, age, disability, creed, color, marital status, ancestry, sexual orientation, arrest record, conviction record, membership in the National Guard, state defense force or any other reserve component of the military forces of the United States or this state or the use or non-use of lawful products off the employer's premises during non-working hours. These categories are protected under Section 703 of Title VII of the 1964 Civil Rights Act, as amended, as well as the State of Wisconsin Fair Employment Relations Act.

Description

Revised July 10, 2003

### **City of Milwaukee Anti-Harassment Policy**

#### **Policy and Definition**

It is the policy of the City of Milwaukee to provide a work environment that is free of harassment.

#### **Sexual Harassment Defined**

Unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature constitute harassment when:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of employment;
2. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or
3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

The following are examples of sexual harassment:

- |            |   |
|------------|---|
| Verbal:    | Sexual innuendo, suggestive comments, jokes about gender specific traits, personal questions about an employee's social or sexual life, sexual propositions;      |
| Nonverbal: | Suggestive or insulting noises, leering, making obscene gestures, displaying sexually explicit materials, indecently exposing oneself, engaging in voyeurism; and |
| Physical:  | Any unwelcome touching including but not limited to pinching, caressing, coercing sexual relations or sexual assault.   |

Sexual harassment by any staff member, manager, supervisor, or non-employee will not be tolerated. All staff members are expected to comply with this policy and to take appropriate measures to ensure that such conduct does not occur.



### **Harassment Based Upon Other Protected Categories**

Harassment based upon any of the other categories listed above is also illegal and will not be tolerated. Such harassment includes different treatment in terms of conditions of employment, hiring, promotion, assignment, discipline, and discharge because of any of the protected categories listed in the "summary" above. Harassment may also include, but is not limited to, ethnic slurs and other verbal or physical conduct when the conduct: (1) has the purpose or effect of creating an intimidating, hostile, or offensive working environment; (2) has the purpose or effect of unreasonably interfering with an individual's work performance; or (3) otherwise adversely affects an individual's employment opportunities.

In addition to the above categories protected by law, the City of Milwaukee has a zero tolerance policy regarding workplace violence. Workplace violence includes, but is not limited to threats by employees at any level, harassment, intimidation, or bullying. There is no justification for actions that are abusive or intolerant. All must treat others with dignity and respect. Those employees whose unacceptable behavior continues will not be tolerated and will face discipline, including removal from their positions.

### **Sexual Harassment Complaint Procedure**

Any employee who believes he or she has been the victim of harassment, including, but not limited to sexual harassment, should immediately inform his or her supervisor, department manager or the Office of Diversity staff DER staff in Room 706 of City Hall. These parties will provide confidential assistance to individuals in an attempt to resolve issues of sexual harassment or other types of harassment. In all cases, efforts should be made to resolve and correct sexual harassment or other types of harassment issues prior to the filing of a complaint. If an employee wishes to file a complaint, he or she may do so through DER or a Complaint Intake Advisor who is elected by each department's EEO Committee.

Investigation of harassment complaints will begin with a signed, written statement by the complainant, and will include interviewing the parties involved in the complaint and any witnesses. Retaliation against an employee who has filed a complaint or has assisted in an investigation is strictly prohibited.

Complaints will be investigated in a timely and confidential manner. In no event will information concerning a complaint be released to or discussed with anyone who is not involved with the investigation. The purpose of this provision is to protect the confidentiality of the complainant, to encourage the reporting of incidents of sexual harassment or other types of harassment, and to protect the reputation of an employee wrongfully accused of sexual harassment.

If an investigation reveals that a harassment complaint is valid, supervisors and the department head will take immediate action to stop the harassment, to prevent its recurrence and to discipline an employee they find guilty. Disciplinary action may include a verbal or written warning, suspension or discharge. Complainants should understand that they might have to testify in legal proceedings if their charge of sexual harassment or other type of harassment results in a disciplinary action being taken against another individual.

Any employee who feels that he or she has been subjected to sexual harassment or other type of harassment should contact his or her supervisor, the departmental Complaint Intake Advisor or Muhammad Abdallah, Diversity and Outreach Officer, at 286-3360 or Judith Andrade-Altoro, Diversity Specialist Sr. at 286-5065 or Paulette Douglas, Diversity Specialist Sr. at 286-5967. Complaint forms and other information is available on the web at: [www.milwaukee.gov/der](http://www.milwaukee.gov/der) or in person at the Department of Employee Relations, Room 706, City Hall.

## **Americans with Disabilities Act (ADA):**

It is the policy of the City of Milwaukee (City) to provide equal employment opportunities for all employees and applicants for employment with the City regardless of disability. It is the City's policy, in compliance with the Americans with Disabilities Act (ADA) and the Wisconsin Fair Employment Act (WFEA) to prohibit discrimination and harassment against a qualified individual with a disability, because of the disability, with regard to application procedures, hiring, advancement, compensation, job training, discharge and other terms, conditions and privileges of employment. The City will reasonably accommodate a qualified individual with a known disability where such accommodation does not create an undue hardship on the operation of the City's business.

It is also the policy of the City that harassment of an employee or applicant because of a real or perceived disability, or a record of a disability will not be tolerated. All City employees, vendors, independent contractors, temporary workers, and other third parties with whom the City may contract with are expected to comply with this policy and to take appropriate measures to ensure that such conduct does not occur. If an employee is found to be in violation of this policy that employee will be subject to discipline, up to and including discharge.

### ***Definitions:***

A "qualified individual with a disability" is a person who:

- Has a physical or mental impairment that substantially limits one or more major life activities;
- Has a record of such impairment; or
- Is regarded as having such an impairment.

A "qualified individual" is one who possesses the required training, skills, experience, education or other job-related requirements of the job and who, with or without a reasonable accommodation, can perform the essential functions of the job.

An "impairment" is a physical or mental condition, which currently substantially limits a major life activity. Impairment is defined by state laws as a 'real or perceived lessening or deterioration or damage to the normal bodily function or condition, or the absence of such bodily function or condition'.

An individual is "substantially limited" in a major life activity when the individual is either unable to perform a major life activity or is significantly restricted as to the condition, manner or duration under which the individual can perform the major life activity as compared to an average person in the general population. "Substantially limited" is defined by state law as a real or perceived impairment, which makes achievement unusually difficult or limits the capacity to work.

"Major life activities" include, but may not be limited to, caring for oneself, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning and working.

A "reasonable accommodation" may include, but is not necessarily limited to:

- Making existing facilities used by employees or applicants readily accessible to and usable by persons with disabilities;
- Job restructuring, modifying work schedules, reassignment to a vacant position for which the individual is qualified; and/or
- Acquiring or modifying equipment or devices, adjusting, modifying examinations, training materials, or policies, and providing qualified readers or interpreters.

A function may be considered an "essential function" when:

- The reason the position exists is to perform that function;
- A limited number of employees are available among whom the performance of that job function can be distributed; and/or
- The function may be highly specialized so that the incumbent in the position is hired for his or her expertise or ability to perform the particular function.

"Undue hardship" is an accommodation for which the cost outweighs the benefit.

"Confidential Medical Records". All employee medical records are confidential and will be kept separate from employee personnel records. All medical records, requests for accommodation and reasonable accommodations will be kept confidential as required by law, except to the extent necessary to effectuate the reasonable accommodation. When a reasonable accommodation has been given to an employee with a disability pursuant to this policy neither the accommodation made nor the reason for the accommodation shall be discussed with co-workers or other employees. If asked why a job modification has been made, the responding supervisor, department head, etc. shall respond that the modification was made in compliance with state and federal laws, which also strictly prohibit disclosure of any further information.

The following exceptions may apply with regard to confidential medical records, conditions or accommodations:

1. Supervisors and managers may be informed regarding necessary restrictions on the work or duties of the employee and necessary accommodation;
2. First aid and safety personnel may be informed, when appropriate, if the disability might require emergency treatment; and
3. Government official's investigation in compliance with the ADA and/or the WFEA shall be provided relevant information on request.

Results of pre-employment medical examinations, including drug tests, will be subject to the above confidentiality provisions.

***Production/Performance Standards:***

The City will engage in an informal, interactive process with qualified individuals with a disability in need of a reasonable accommodation. The goal of this process will be to identify the precise limitations resulting from the disability and potential reasonable accommodations that could eliminate any artificial barriers in the workplace that will allow the employee or applicant with a disability to perform the essential functions of the job. This process requires cooperation and participation by both the employee/applicant and the City. In no circumstances, however, will the City lower quality, performance or production standards to make an accommodation.

***Interactive Accommodation Process:***

When an employee or applicant makes a request for an accommodation, the City will initiate an interactive accommodation process with the individual. The City will make a good faith effort to work with the individual to reach a reasonable accommodation.

An employee requesting a reasonable accommodation may make such a request orally or in writing to their department personnel officer, immediate supervisor, section manager, department head, or to the Department of Employee Relations (hereinafter referred to as 'City representative'). If the employee request is made to his or her immediate supervisor, the supervisor, or manager shall report the accommodation request or complaint, as the case may be, to either the Department personnel officer or Department head, who shall initiate the interactive accommodation process as outlined below.

- The appropriate City representative will meet with the employee who has requested an accommodation;
- The City representative will request information about the condition or impairment and the limitations of the employee;
- The City representative will ask the employee what he or she specifically is requesting as a reasonable accommodation;
- The City representative shall then investigate the feasibility and reasonableness of the requested accommodation; and,
- Either make the accommodation, discuss available alternative that would also be effective reasonable accommodations or explain why the condition or impairment cannot be reasonably accommodated without imposing an undue hardship.

The determination of a reasonable accommodation is a cooperative process in which both the City and the employee must make reasonable efforts to define an effective reasonable accommodation and exercise good faith during the process. The interactive process is meant to identify the individual's functional limitations and the potential reasonable accommodation that is needed. It does not guarantee that the employee will be given their favored accommodation, but that the City will attempt to reach a reasonable and effective accommodation where one can be given without creating an undue hardship.

The City is entitled to require the employee/applicant to provide reasonable documentation with regard to the employee's/applicant's disability and functional limitations. The City may require documentation to establish that the employee has an ADA disability, and that the disability necessitates a reasonable accommodation. All such requests for documentation shall be job related and consistent with business necessity. In cases where a disability is not obvious, the City may ask for documentation as to the nature, severity, and duration of the impairment; the activity or activities that the impairment limits; and the extent to which the impairment limits the employee's ability to perform the activities. If the requested documentation is ambiguous or insufficient, the City may require the employee (or applicant) to sign a limited release allowing the employer to submit specific, job-related questions to the employee's health care provider and/or may request the employee to submit to a job-related medical examination by a health care provider of the City's choice, at the City's expense.

***Medical Examinations and Inquiries:***

The City will not ask job applicants or current employees about the existence, nature or severity of a disability. Applicants may be asked about their ability to perform specific job functions. A job offer will be conditioned on the results of a medical examination, which is required of all entering employees in similar jobs. Current employees may be required to submit to a job related medical or psychological examination consistent with the business needs of the City.

All candidates who accept employment offers for non-exempt positions, are reinstated after resignation, or who transfer from Milwaukee Public Schools must pass a pre-employment drug test as a condition of employment, in compliance with the City's pre-employment drug testing policy. Exempt employees may be required to successfully complete a pre-employment drug test if requested by the authorized appointing authority.

***Drug and Alcohol Abuse:***

The ADA does not cover employees and applicants currently engaging in the use of illegal drugs. Tests for illegal drugs are not subject to the ADA's restrictions on medical examinations. The City will hold illegal drug users and alcoholics to the same performance standards and work rules as other City employees.

***Safety:***

All City employees are required to comply with all workplace safety standards. The City is committed to providing a safe work environment for all of its employees. Any applicant who poses a direct threat to the health or safety of themselves or other individuals in the workplace that cannot be eliminated by a reasonable accommodation will not be employed in that position. Similarly, current employees who become disabled and pose a direct threat to themselves or others, which threat may not be eliminated by reasonable accommodation, will be placed on an appropriate leave. An attempt will be made to place applicants and employees in positions for which they are qualified and in which they do not pose a direct threat to the safety of themselves or others.

***Coordination with Other Policies:***

This policy regarding qualified individuals with disabilities will be coordinated with all other City policies such as safety, workplace violence prevention, drug testing, job sharing, flextime, leave, etc. This policy will also be coordinated with other applicable laws such as the Family Medical Leave Act, the Wisconsin Worker's Compensation law, as well as Civil Rights laws. Because it is impossible to write a rule or policy which covers every circumstance the City reserves the right to impose proper discipline as necessary to its efficient business operations. The City reserves the right to amend or interpret this policy as necessitated by individual circumstances and/or changes in state and federal laws.

***Compliance and Complaint Procedure:***

It is the responsibility of all employees of the City to ensure that this policy is understood, abided by, and carried out by everyone. All employees and staff are expected to cooperate and to support actively the efforts of the City to ensure that this policy will be effective.

Employees or applicants who believe that they have been the victim of discrimination or harassment on the basis of a real or perceived disability, or the record of a disability should immediately contact their department personnel officer, supervisor or department head. In the alternative, individuals may contact the Department of Employee Relations to report any perceived violations of this policy, or with questions or concerns regarding the City's ADA policy. The Department of Employee Relations will be responsible for implementing this policy, including investigation of claims, and resolution of reasonable accommodation, safety, and undue hardship issues.

The appropriate City representative will provide confidential assistance to individuals in an attempt to resolve issues regarding disability discrimination/harassment. In all cases, efforts should be made to resolve and correct the discrimination/harassment issues prior to filing a complaint. If an employee wishes to file a complaint, he or she may do so through DER or a Complaint Intake Advisor who is elected by each department's EEO Committee.

Investigation of complaints will begin with a signed, written statement by the complainant, and will include the parties involved in the complaint and any witnesses. Assistance in filling out the complaint will be provided if necessary. Retaliation against an employee who has filed a complaint or has assisted in an investigation is strictly prohibited.

Complaints will be investigated in a timely and confidential manner. All information concerning an applicant's medical condition or a current employee's medical condition will be kept strictly confidential unless that individual grants specific authorization to disclose it, to the extent necessary to efficiently investigate the complaint. In no event will information concerning a complaint be released to or discussed with anyone who is not involved with the investigation. The purpose of this provision is to protect the confidentiality of the complainant, to encourage the reporting of incidents in violation of this policy, and to protect the reputation of an employee wrongfully accused.

If an investigation reveals that a complaint is valid, supervisors and the department head or the Department of Employee Relations will take immediate action to stop the discrimination/harassment, to prevent its recurrence and to discipline an employee found to have violated this policy. Disciplinary action may include a verbal or written warning, suspension or discharge. Complainants and witnesses should understand that they might be required to testify in legal proceedings if their complaint results in disciplinary action being taken against another individual.

If you have questions, please call 286-3335 or send an email to [fdukes@milwaukee.gov](mailto:fdukes@milwaukee.gov).

# **City of Milwaukee**

## **WORKPLACE VIOLENCE PREVENTION POLICY**

*Updated July 2003*

### **Policy Statement**

It is the policy of the City of Milwaukee and all of its agencies to provide a safe environment for its employees and visitors, which is free of verbal or physical intimidation, threats, or violent behavior.

The City is committed to a zero tolerance policy for incidents or threats of violence by employees, visitors, and the general public. In order to promote and support a workplace where dignity and respect are observed, the CITY OF MILWAUKEE will not tolerate any acts of intimidation, threats, or bullying. All employees are responsible for maintaining a safe work environment. All reported incidents in violation of this policy will be taken seriously and will be investigated. City employees found to have engaged in intimidating, threatening or violent behavior will be subject to discipline, up to and including discharge, for the first offense.

### **Prohibited Conduct**

The following list of behaviors, while not all-inclusive, provides examples of conduct that is prohibited:

- Causing physical injury to another person;
- Engaging in bullying or intimidating acts (whether directed at a specific person or not);
- Aggressive or hostile behavior that creates a reasonable fear of injury to another person or subjects another individual to emotional distress;
- Comments (even if "joking") about violence or the possession of weapons in the workplace;
- Physical or verbal abuse;
- Stalking;
- Engaging in behavior motivated by, or related to domestic violence;
- Intentionally damaging City property or property of another employee or citizen;
- Sabotage;
- Possession or use of a weapon, firearm or dangerous instrument while on City property or while on City business is prohibited except for law enforcement personnel.

### **Reporting Requirements**

It is the responsibility of every employee to adhere to the standards set forth in this policy and to report violent, threatening, intimidating, or other disruptive behavior. The following procedure must be followed:

<b>Call 9-111:</b>	<b>If there is immediate danger.</b>
<b>Call 5522:</b>	<b>If in City Hall complex and there is no immediate danger.</b>
<b>Call 933-4444:</b>	<b>If at other City location and there is no immediate danger.</b>
	<b>(MPD Non-emergency Number)</b>

If you reasonably believe another individual's behavior, actions or statements violate this policy but do not believe there is an immediate danger (or if you have questions about this policy) report to your supervisor, department manager, department head, or department personnel officer. You may also call Mr. Muhammad Abdallah, Diversity and Outreach Officer (DER) 286-3360, or Ms. Paulette Douglas, Diversity Specialist Sr. at 286-5967 or Ms. Judith Andrade-Altoro, Diversity Specialist Sr. at



**286-5065.** Complaint forms and additional information is available on the web at: [www.milwaukee.gov/der](http://www.milwaukee.gov/der). Disciplinary action may result if the employee having knowledge of a suspected violent act fails to report it or refuses to cooperate with the investigation.

### **Threat Assessment & Response Team**

**Purpose:** A Threat Assessment & Response Team is an ad hoc team that is convened to assess a potential workplace violence threat and to develop a management response plan.

**When Activated:** The team will typically be activated by the Director of DER or her designee at the request of a department or division head or his/her designee in response to the manager's concerns about a potential workplace violence threat and/or actual workplace violence.

**Composition:** The composition of the Threat Assessment Team will depend on the nature and origin of the reported threat. The team would typically include representatives of the department affected, the Department of Employee Relations (DER), the Police Department, the EAP, and the City Attorney's office.

### **Applicability**

All employees, regardless of their position, are covered by and must comply with this policy. For purposes of this Policy, the term "employee" shall cover current employees (civil service and non-civil service), applicants, temporary workers, interns, independent contractors, vendors, volunteers, members of boards and commissions, and elected officials.

### **Investigation**

Any reported violation of this policy will be investigated in a timely and confidential manner by staff within the Department, staff within the Office of Diversity (DER), or in appropriate circumstance, by an outside investigator. Employees are required to cooperate in investigations relating to this policy. Confidentiality will be maintained throughout the investigatory process to the extent consistent with adequate investigation and appropriate corrective action. The purpose of this provision is to protect the confidentiality of the complainant as well as the accused, to encourage the reporting of incidents in violation of this policy, and to protect the reputation of an employee mistakenly or wrongfully accused.

### **Action Following Investigation**

Any individual or group who endangers the physical and/or emotional health, safety and well-being of another may be subject to one or more of the following actions: Conflict resolution; counseling; administrative leave; a referral to EAP; discipline; termination; physical removal; fines and/or civil and criminal penalties as provided by law.

### **Retaliation Prohibited**

There will be zero tolerance for retaliation against an employee who has in good faith filed a complaint of a violation of this policy, or who has assisted in an investigation. Employees who report a violation of this policy, or who cooperate in an investigation in compliance with this policy and who believe they have been retaliated against should report this conduct as outlined above.

### **350-203. Diversity, Equal Employment Opportunity and Affirmative Action.**

**1. DECLARATION OF POLICY.** It is the policy of the city of Milwaukee to provide equal employment opportunities to all qualified persons without regard to their race, religion, color, age, disability, sex, national origin, sexual orientation, marital status, membership in the military reserves, creed, ancestry, arrest or conviction record, or use or nonuse of lawful products away from work. In adhering to this policy, the city complies with the Wisconsin Fair Employment Act, Title VII of the Civil Rights Act of 1964, as amended, the Americans with Disabilities Act of 1990, and other applicable statutes and regulations relating to equal employment opportunities. This policy represents the city's commitment to a nondiscriminatory work environment for all qualified applicants and employees. The city of Milwaukee is an employer which values the diversity of its employees.

#### **2. DEFINITIONS.** In this section:

- a. "Affirmative action" means, in employment, the screening of position descriptions and selection criteria to ensure the use of appropriate, job-related requirements; comprehensive and inclusive advertising and recruiting efforts; special or targeted recruiting in addition to traditional methods; training plans and programs, including on-the-job training; and gender-neutral and culturally bias-free criteria to be used when making employment decisions relating to recruitment, hiring, performance evaluation, promotion, transfers, training opportunities, compensation and other terms and conditions of employment and termination.
- b. "Diversity" means, in addition to differences based on ethnicity, gender, age, religion, disability, national origin and sexual orientation, an infinite range of individuals' unique characteristics and experiences, such as communication styles, career, work, life experience, educational backgrounds and other variables. Diversity focuses on tapping the talents of people of different backgrounds, experiences and perspectives as a means of improving the workplace environment and productivity. Diversity awareness works to create an environment that recognizes values and utilizes the unique skills and abilities of all employees. The goal of diversity awareness is to create an inclusive, respectful and equitable work environment.
- c. "Equal employment opportunity" means the equal and fair treatment of all qualified applicants and employees with regard to city employment practices, including, but not limited to, recruitment, selection, hiring, training, promotion, compensation, benefits, transfers, discipline, terms and conditions of employment, and layoffs.

**3. OFFICE OF DIVERSITY AND OUTREACH.** There is established, under the direction of the employee relations director, an office of diversity and outreach for

the purpose of promoting the importance, benefit and necessity of maintaining diversity within the city's workforce and ensuring compliance with applicable policies, ordinances, statutes, laws and executive orders. The office of diversity and outreach shall have other duties pertinent thereto, including but not limited to:

- a. Reviewing and assisting the development of diversity, equal employment opportunity, affirmative action plans of the various city departments to ensure that each plan is consistent with the overall city plan.
- b. Maintaining statistics, which include, but are not limited to, the proportion of underrepresented group members at all levels and job classifications in the city's workforce and the availability of qualified underrepresented group members in the labor force of the relevant labor areas. The statistics shall indicate how each group has been affected by new hires, training opportunities, promotions and discipline.
- c. Counseling employees, managers and others about diversity, equal employment opportunity and affirmative action issues in the workplace.
- d. Facilitating diversity related training programs and workplace mediation.
- e. Receiving and investigating complaints of discriminatory employment practices, workplace violence, or of harassment in the workplace from city employees. If an investigation discloses a violation has occurred, the diversity and outreach officer shall work with department heads and managers to implement corrective action and resolve the situation.
- f. Receiving and investigating complaints filed with the city equal rights commission regarding any resident who believes that he or she has been discriminated against in employment or housing within the city.
- g. Receiving and investigating complaints filed with the fire and police commission regarding any citizen who believes he or she has been treated by an employee of the fire or police department in a manner that violates fire and police commission or departmental rules.
- h. Identifying and maintaining comprehensive and effective recruitment methods that promote a diverse workforce.
- i. Monitoring results of police and firefighter training, with emphasis on female and minority recruits.
- j. Participating in performance examinations, job fairs, and police aide and fire cadet recruitment activities at high schools and other locations.

k. Working through a comprehensive community relations effort and public information program to enhance the image of the fire and police service.

L. Reviewing all state of Wisconsin and federal laws, rules and regulations concerning equal employment opportunities to ensure compliance.

**4. DIVERSITY AND OUTREACH OFFICER.** The diversity and outreach officer shall, under the direction of the employee relations director, manage the day-to-day operations of the office of diversity and outreach; perform complaint intake functions; investigate complaints; serve as the city's Americans with Disabilities Act coordinator; ensure compliance with applicable ordinances, statutes, laws and executive orders; have responsibility and authority for the development and implementation of a comprehensive diversity, equal employment opportunity and affirmative action plan for the city; and function as the liaison between the fire and police departments, the fire and police commission, the media and the community.

**5. DEPARTMENT DIVERSITY, EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION PLANS.** Each city department shall submit a diversity, equal employment opportunity and affirmative action plan every 2 years. The office of diversity and outreach shall provide guidelines and a time line for submitting the plans.

**6. CITYWIDE DIVERSITY, EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION PLAN.**

a. The department of employee relations shall incorporate the individual departmental plans into a citywide diversity, equal employment opportunity and affirmative action plan that shall be submitted to the city service commission. This plan shall be prepared every 2 years.

b. Upon approval by the city service commission, the plan shall be submitted to the mayor and common council. Upon adoption, the plan shall be distributed to all city department heads.

**7. IMPLEMENTATION.**

a. **Recruitment.** The department of employee relations shall practice comprehensive and inclusive advertising and recruiting efforts, which may include special recruiting targeting previously underrepresented groups, in addition to traditional recruiting methods.

b. **Training.** The department of employee relations shall develop training plans and programs, including on-the-job training, designed to develop the knowledge, skills and abilities essential for developing each employee's fullest potential. The

department of employee relations shall develop and provide relevant training to increase employees' knowledge and awareness of laws and regulations, as well as the city's policies relating to diversity, equal employment opportunity and affirmative action and respecting diversity in the workplace.

c. Testing, Selection, Placement and Promotion. The department of employee relations shall review city testing, selection, placement and promotion policies to ensure that they comply with applicable laws and regulations relating to equal employment opportunities.

8. ACCOUNTABILITY AND REPORTS. The department of employee relations shall be responsible for the successful implementation and coordination of the citywide diversity, equal employment opportunity and affirmative action plan. In turn, each department head shall be accountable for the successful implementation of their departmental diversity, equal employment opportunity and affirmative action plan.